58.8

Sales Management Library THE MAGAZINE OF MARKETING



IN THIS ISSUE:

CHAMPAGNE CHARLIE: Don't furn him loose on the Washington front if you want to stay out of trouble. . . . Page 37.

SEARS, WARD ET AL: A new series of articles on how to sell the mail order houses. Page 56.

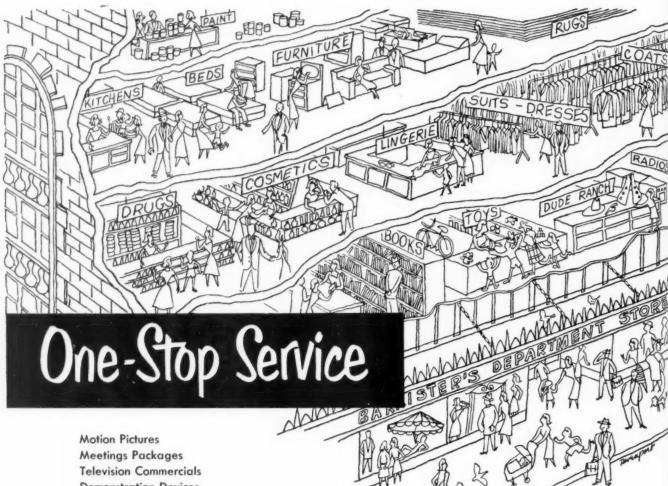
THE SALESMAN'S WIFE: You hire her, too, when you hire the man. . . . Page 46.

SALES BULLETINS: They do a big job for little money. Some cues for writing them. Page 98.

FIFTY CENTS

SEPT-15-1950





Demonstration Devices Screen Advertising Skits **Cartoon Comedies Training Manuals** Slidefilms **Pictorial Booklets Transparencies** Slides Film Distribution **Turnover Charts** Meeting Guides Tape Recordings Disc Recordings **Promotion Pieces** Posters and Charts **Banners Training Devices Quiz Materials** Speech Coaching **Pageants** Stage Presentations Portable Stagettes Meeting Equipment **Projection Service Technicolor Productions** Field Surveys

The successful department store is designed to do an efficient, highly organized merchandising job. It must provide seeable customer savings . . . coordinate its countless services under one management . . . operate under one roof.

The Jam Handy Organization is run this way. From a single central headquarters it makes available a *specialized* service for practically every "visual" and film advertising need.

If you want to save money on your next sales promotion activity, training program, consumer selling promotion, or special sales meeting, it will pay you to look at this list of Jam Handy products and services.

This time-cutting, cost-saving type of One-Stop Service provides a single source of supply, a single accounting, a single responsibility . . . eliminates costly confusion and duplication of effort. For quick, sure One-Stop Service, write or phone—





222,641 WOMEN READER RESPONSES IN 6 MONTHS

Partial tabulation of some of the features to which Free Press readers respond best is noted below:

Dress and needlework patterns42,103	3
Food	
Fashions38,931	
Beauty36,287	,
Health17,993	,
Home and Home	

Gardens..... 4,793

WE DON'T EXACTLY tag our pages "please reply", but we might as well.

It's not unusual at all for the girls in our Women's Service Bureau to unhook the telephone receivers four thousand times in one day to answer queries from women readers.

You can call this "reader interest", "response", "curiosity", or anything you wish. You will be impressed with the fact, we believe, that the pages of the Free Press are being WELL READ by a lot of people. Over 222,000 responses in six months is good evidence.

Your advertising, too, can take fullest advantage, and exclusive advantage of this outstanding reader interest in The Detroit Free Press. For this there is no "extra fare".

The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

Story, Brooks & Finley, Inc., National Representatives

ANGELE

TELEVISION IN ST. PAUL

In January, 1949, 1.2% of the families in the St. Paul Market owned television sets. One year later this ownership figure jumped to 10.8%. With this increase in ownership it is interesting to know what kind of families own television sets, and here is how St. Paul families own television sets by income groups.

Per Cent of St. Paul Families Owning Television Sets by Annual Family Income Groups

Under \$2,000	3.3%
\$2,000 to \$3,999	10.0%
\$4,000 to \$5,999	12.9%
\$6,000 and over	16.0%

In order to get a general idea of how families in the market were disposed to television, a "planning-tobuy" question was asked. Here is what was found comparing January 1950 with January 1949.

St. Paul Families Planning To Buy Television Sets

Already own I Planning to buy	1950 1949 0.8% 1.2%
Yes	7.7 2.1
No 4	5.6 81.7
Don't know 3	5.9 15.0

When the families who said they did not intend to buy or did not know were asked why, some very interesting reasons were offered. Most common were: "Prices too high," "Not interested," "Not perfected," "Poor programs," "Hard on eyes," "Waiting for color," "Lack of room in the house," "Interested but not sure," and "Too busy."

Make of set owned was also included in the study.

The above television data is only one of the 150 classifications studied in the 1950 Consumer Analysis of the St. Paul Market. These classifications cover brand preferences for foods, soaps, toiletries, beverages, home appliances and general consumer buying habits. If you are looking for pertinent information concerning your product in the St. Paul Market, send for this research report today. Write General Advertising Department, St. Paul Dispatch-Pioneer Press, St. Paul 1, Minnesota, or Ridder-Johns, Inc. with offices in New York, Chicago, Detroit and Minneapolis.

Sales Management

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T. R. TAKES
HIGHEST COUNT
BY ENCIRCLING
SALES POTENTIALS
AT THE TIME
PURCHASE
IS CONTEMPLATED



Your sales message in Thomas Register will have the buyer's attention when he is actually interested in buying your product. This is second in importance to your salesman being present at the precise moment. Remember...

"Only T. R. satisfies T. R. clientele."

"8,500 T.R. Advertisers Can't Be Wrong"

HABITUALLY CONSULTED BY ALL DEPARTMENT HEADS, REPRESENTING 60% OF THE TOTAL INDUSTRIAL PURCHASING POWER OF THE U. S., WHO ARE CONCERNED WITH WHAT TO BUY & WHERE TO BUY.

96% ABC Paid Circulation

THOMAS REGISTER

461 EIGHTH AVENUE . NEW YORK 1, N. Y.



EMENT

Southern automotive trade to feel stimulus of 4½ MILLION visiting cars this winter

Plan now to boost your cold weather volume by concentrating sales effort on these 19 nature-favored states.



Up 54.6% in 4 years! South-Southwest's percentage of gain almost 10% higher than rest of nation's. Now, nearly one-third of the country's cars are registered in this fastest growing market. According to reliable estimates, Southern and Southwestern winter tourist traffic will hit an all-time peak during the 1950-51 season with approximately 4½ million visiting automobiles entering this market.

Add that 4½ million to the South and Southwest's own 14 million cars and it makes important news for the manufacturers and distributors of automobile products.

At a time when activity has slacked off in most of your other territories, your Southern potential is bigger than ever before!

HERE'S HOW SAJ CAN HELP YOU — SAJ takes your product story directly to the Southern and Southwestern outlets. Circulation is 26,409 net paid ABC. This covers practically every jobber and distributor, the leading dealers, the large garages, service stations and fleets throughout the 19-state market.

This is the type of power penetration you need for cashing-in on the *additional business* this market has to offer you. Schedule immediate space—start your winter sales strategy now.



COMING! SAJ'S SPECIAL A. S. I. Show Issue

You won't want to miss this highly read number which coming in November immediately precedes the big Chicago show in December. Extra copies will be distributed. Forms close October 18th.

Southern Automotive Journal

806 Peachtree St., N.E., Atlanta 5, Ga.



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September 15, 1950 Volume 65 No. 6



What people read in a 254-page Sunday Newspaper

THE MILWAUKEE JOURNAL #

THE MILWAUKEE JOURNAL

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The Sunday Milwaukee Journal of May 7 Surveyed by Publication Research Service

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12 Sections With 254 Pages

Largest surveyed newspaper for which readership findings are available to all advertisers.

610 Display Advertisements

Eight times the number covered in the average daily newspaper reader survey.

50 Color Advertisements

503 News Items and Pictures

The size of this issue made reproduction of marked copies prohibitive. Ask for a personal showing of summary and original marked copy.

THE MILWAUKEE JOURNAL

National Representatives, O'Mara and Ormsbee New York—Chicago—Los Angeles—San Francisco Here's the way Sweet's Catalog Service works for you:

catalog design

Custom catalog design by Sweet's starts with consultation with you to determine what information is needed to bring about the buying action you desire-specification, request for sales call, direct order. Then follows organization of the information in a basic pattern for making your catalog easy to use and to understand. Next comes selection of the most effective form for the clearest statement of each fact-text, table, diagram, illustration. The result is a unit of buying information, specially designed to bring you and your future customers together in the shortest time and with the least effort.

catalog production

Because of the great number of manufacturers' catalogs handled each year, printing by Sweet's offers you the economies of quantity production with no sacrifice of quality. You may order your catalogs in any desired quantity—part to be distributed by Sweet's and part, if you wish, to be delivered to you. If you prefer, you may print your own catalogs and deliver them to Sweet's for filing and distribution, in which case charges are lower than those for the complete service.

catalog distribution

When your catalog is distributed by Sweet's, it is delivered to prospects of top-rank buying power in the markets of interest to you. Sweet's spends more than \$200,000 yearly to locate, qualify and select the firms and individuals who represent the bulk of buying power in each market served. Furthermore, your catalog remains in the office of each recipient, instantly accessible at all times. This is accomplished by distributing it in a bound, indexed collection (file) of manufacturers' catalogs. According to thousands of users of these files, this is the most effective method of getting catalogs used by prospective customers.

Flockhart Foundry Company says:

"Sweet's keeps
our catalogs in
the hands of
important
prospects

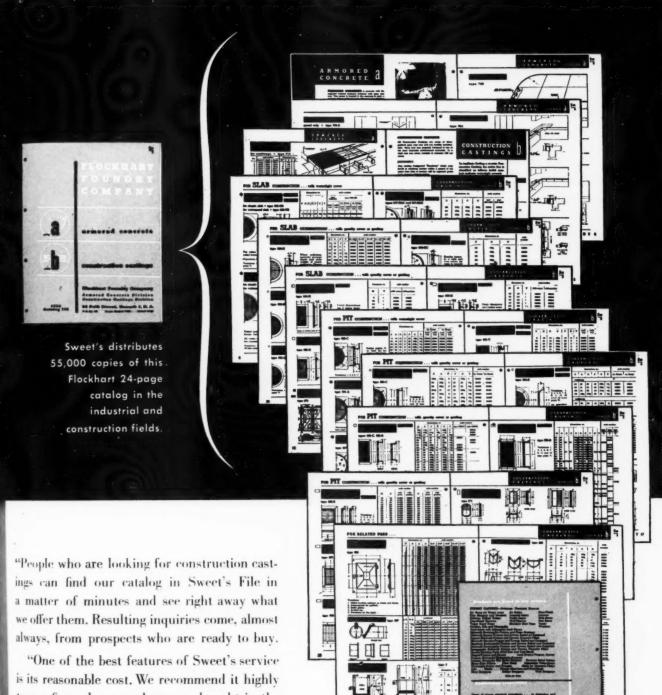
... and does it at reasonable cost."

"We have found that the easiest and quickest way to line up good customers is to keep our catalogs in the hands of important prospects at all times. For this job, we rely on Sweet's Catalog Service.

"The 55,000 catalogs that Sweet's produces and distributes for us stay where they are sent. We have no other catalogs than these and practically all of our orders originate from this source. Moreover, our sales volume continues to grow at a very satisfactory rate.

Sweets

DIVISION OF F. W. DODGE CORPORAT



to any firm whose products are bought in the industrial or construction fields."

> ROBERT E. MOORE, President FLOCKHART FOUNDRY COMPANY

SWEET'S HANDLES MORE CATALOGS THAN ANY OTHER ORGANIZATION—IN 1950, OVER THIRTY-FIVE MILLION COPIES FOR 1,148 MANUFACTURERS.

service

STREET, NEW YORK 18, N.Y.

GETS THE RIGHT INFORMATION ... TO THE RIGHT PEOPLE ... AT THE RIGHT TIME

MENT

The Human Side

FOR HOPALONG FANS ONLY

If a long, snake-like contraption—brandished by one of the younger set—explodes in your face, you needn't take cover. It's not the Atomic Bomb. It's a "Zoomerang," a toy which threatens to affect this post-war generation as the Yo-Yo affected the pre-war one. But until an enterprising young promoter, John Tigrett, whose deceptive Tennessee slowness of movement masks a flair for selling fads (He was responsible for the success of the bird which dunked its beak in a glass of water.), took hold of the Zoomerang it was deader than a Little Audrey joke.

Three manufacturers had tried to market this toy which is a retractable gadget consisting of a coil laminated plastic on a handle. Each had gone broke (Tigrett still had on hand 40,000 defective units bought from one of them when he purchased the license.) The deadly combination of a defective product and over-pricing caused their downfall.



HOPPY HIMSELF endorses the Zoomerang, and what more could a promotion man dream of? Here he demonstrates toy.

Tigrett thought that the Zoomerang, worked over, presented attractively and promoted to the hilt, could be a whale of a success. And he's made it just that, by using the most fantastic promotion ever done on such a toy. In March the Zoomerang was, to all intents and

purposes, stone cold dead in the market place. Five months later it was rolled up 2,000,000 units in sales, has, Tigrettt believes, an unlimited future and has been endorsed by Bill Boyd, the erstwhile Hopalong Cassidy, who's allowing his name to be stamped on a new rel plastic gun from which the Zoomerang can be shot.

Before he took on the toy Tigrett made his own market survey. It was this simple: He put it on the counter of a toy shop, along with items selling for as high as 79 cents, and 73% of the children who were told to take their choice settled on the Zoomerang.

His first signed distributor was Sigma Sales. For the first two weeks Sigma gave the toy away—but in the right places. The right places were not, as you might suspect, playgrounds. Tigrett had Sigma hand out Zoomerangs in night clubs and restaurants! Then Zoomerangs were handed out to children in public schools. After that, realizing that the Zoomerang is a toy which must be demonstrated, Tigrett got it on television shows in Los Angeles. Only then did Sigma start taking orders.

By this time Zoomerang's fame had worked East Arthur Godfrey used one on his TV show; Parade gave it a wonderful shot in the arm by devoting a two-page spread to it. Handicapped children in hospitals have been visited through the cooperation of the National Foundation for Infantile Paralysis and the Cerebral Palsy Association and hundreds of Zoomerangs made life easier for these kids.

Strangely enough, the toy seems to have a vast appeal for adults. A lot of Papas sheepishly buy two: It's obvious one is for Papa. Recently one staid businessman in New York City was asked, at an equally staid restaurant, to either put away his Zoomerang or confine his activities to the sidewalk.

ALL THE COMFORTS . . .

All of a sudden, it seems, everyone wants to help the poor, tired traveling salesman. For years he's had to play the game alone, filling out his reports in the wee small hours, going through life as the butt of jokes that are tireder than he. But people are, at last, permitting him the dignity he's been denied so long.

For instance: In New York City a firm of chemistsengineers are spreading the word that they will be most happy to have traveling salesmen—especially those who deal in chemicals—make themselves at home at the firm's New York City offices. "We have often wished," says the firm, "that we could take our office along . . . When you are away from home it is seldom convenient to get business done . . ." And with that the firm adds this



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YOU DON'T KNOW R.A. Hollingsworth .BUT WE DO!

He's One of the 8,000 Employees at R.C.A. in Indianapolis

AND HE'S ONE OF OUR 353,000* SUBSCRIBERS

"Holly," his fellow workers at R.C.A. and thousands of others who make scores of thriving, diversified industries hum in Indianapolis are well paid and steadily employed.

With their effective buying power of \$5,705† per family, they place Marion County in eighth place among the nation's 32 largest metropolitan counties . . . and eighth in retail sales per family in those same 32 counties.

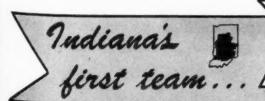
These workers in the Heart of Hoosierland—like R. A. (Holly) Hollingsworth—not only are buying necessities in abundance, but they're spending a better-than-average share of their income for new cars, refrigerators, television sets and other luxury items.

> And—we're very proud—they're buying . . . and reading . . . The Indianapolis Star and The Indianapolis News every day.

KELLY-SMITH

NATIONAL REPRESENTATIVES

*Publisher's statements, 1st quarter, 1950 †Sales Management's "Survey of Buying Power."



THE INDIANAPOLIS STAR

and
THE INDIANAPOLIS NEWS



THE SECRETARY goes with the hotel, keeps salesmen happy.

(Chivalry is not dead.): "That is the reason we maintain a guest office for our friends to use when they visit New York... It is private, with a desk and a telephone, and stenographic assistance will always be available to our guests. Although it is not palatial, certainly it will meet your needs." The line forms to the right, boys.

And at least one hotel has its traveling men-guests'

welfare at heart. The Hotel Boise, located in Idaho's capital city, has decided that the dispatching of letters, reports and memos, enroute, has been working a hardship on salesman. (And what salesman will question the Boise's reasoning?) So the hotel has a brand-new idea for the salesmen who visit it. It is guaranteed to do for the traveling salesman what frozen foods have done for his wife . . . The Hotel Boise has what it calls a "machineless, effortless dictating service" for its guests!

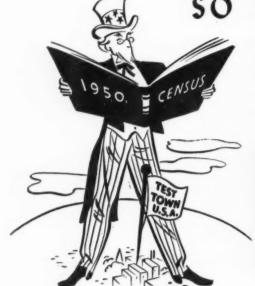
In the comfort and convenience of his room, the guest simply picks up the telephone, requests the "Voice Writing" service, and dictates without further ado. These calls are fed to a public stenographer where the salesman's voice is recorded on a Disc Edison Voice-writer.

Just in case a tired salesman, with a briefcase full of notes to transcribe, turns up at the Boise unaware that such a boon exists, the Boise places notices under the glass in the dressers in all its rooms. There's a larger sign at the registration desk and even bellmen have been tipped off (no pun intended) to pass the good word along to anyone who even looks like a businessman.

The service runs every day but Sunday. From Monday through Friday it operates from 11:30 A.M. to 7:30 P.M. and on Saturday from 9:00 A.M. to 2:00 P.M. Letters are transcribed and delivered when the salesman wants them. Anything urgent can be run off immediately.

If things keep up like this everyone is going to want to be a traveling salesman.

AS SOUTH BEND GOES, SO GOES THE NATION



Population in South Bend's metropolitan area (St. Joseph county) increased 26% since 1940. South Bend itself gained 14%. This is typical of the country as a whole, according to a statement issued by the Bureau of the Census, which says: "Most big cities grew a little within their incorporated borders, but the greatest degree of growth was in the suburban areas." Clearly, "Test Town, U.S.A." is typical of the nation. Clearly, it's the market for tests you can trust.



All Business Is Local

STORY, BROOKS & FINLEY, INC. . NATIONAL REPRESENTATIVES

You "get the picture" on San Francisco's "Best Circles" in this TIME Magazine* quote on

Suburbs

auu Low wiass. demanded expectations. Lowers, Lake City have indignantly of ! The 1950 Town. Where are the people? TOJ aut In 1950, it seems that the U.S. wants to Ma he recounts plan live, not in a big city, but near it. All over 32the nation, people fleeing the city's crowds were lge and taxes, people fleeing the country's Enk ree torpor and low wages, have settled in the dra suburbs. The growing town of 1950 is the nit et, 150 Kansas City's suburbs have almost dou-/er bedroom town. bled since 1940. Denver has gaine nid

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7:30

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at to

New census findings prove it again:
Our "bedroom towns" are booming!
Because The Chronicle's circulation
pattern reflects this population shift
we're known as San Francisco's sellingest newspaper. Out in the Trading
Zone...inside The City...advertising
meets more people able to buy when
you start with a Chronicle schedule!

*July 3, 1950 issue

THE REAL, complete San Francisco
market circles out from San
Francisco. Its approximate 50-mile
radius includes both ABC City
Zone and ABC Retail Trading
Zone. Every sales and population
yardstick shows the HEART of
this market is in the bigger-spending
suburbs—outside San Francisco. Check
circulation distribution of San Francisco
newspapers with this fact in mind!

e San Francisco
a from San
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ABC City
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bigger-spending
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on of San Francisco
fact in mind!

San Rafael.

San Rafa

NATIONAL REPRESENTATIVES

SAWYER, FERGUSON, WALKER CO., New York • Chicago • Philadelphia • Detroit • Atlanta • San Francisco • Los Angeles

MENT

SAN FRANCISCO



Sheer population, canine or human, is no infallible index to sales potentials for pet food. Not when the average family in New York City (where only 126 out of every 1,000 families own dogs) buys about the same amount of pet food a year as the average family in another part of the country where there are over 500 dog-owning families in every 1,000.

In still another region, to make population criteria even more baffling, the average family buys *almost four times as much*—even though only 348 out of every 1,000 families number dogs in their households.

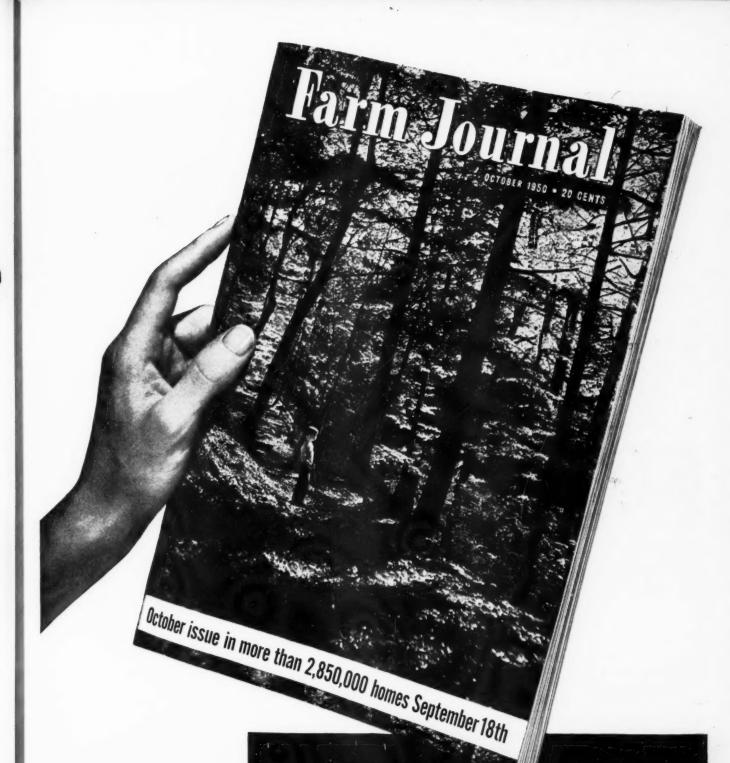
Sales potential, for pet food or anything else, is a product of many factors. Some of them may be obvious, others complex—but *all* of them are part and parcel of the markets in which you sell and the people who live there.

The one advertising medium which is equally part and parcel of its market and its people is the daily newspaper. Its lifeblood is news of its people—and ads of the goods they buy in their stores. It's the ideal place for *your* advertising, too, when your aim is to concentrate on the likeliest markets for your product and to make the most of the fact that

All Business Is Local

Bureau of Advertising of the American Newspaper Publishers Association, Inc. is in business to help you make your advertising more productive. Call or write us at 570 Lexington Ave., New York 22; 360 North Michigan Ave., Chicago 1, or 240 Montgomery St., San Francisco 4. Or ask for your copy of the booklet, "Services Available to Advertisers."

Sponsored by The Detroit News in the interest of more effective advertising.



What families find
between the covers of this,
the nation's largest farm magazine,
makes it
the largest of ALL magazines
where half the consumers
of America live!

o help

tisers."

MENT

1950 IOWA RADIO SURVEY MORE STARTLING THAN EVER!

More Iowa <u>Homes</u>, Plus More Radio <u>Sets</u> Per Home, Equal More <u>Listening!</u>

FIGURES from the 1950 Iowa Radio Audience Survey** (soon to be released) confirm the reasoning behind that headline—prove that your Iowa radio dollar buys more today than ever. Here's the evidence, step by step . . .

(1) "More Iowa Radio Homes." The following chart shows the increase in the number of radio-equipped Iowa homes since 1940 and since 1945. With more than an 8% increase in the last ten years, the number of Iowa homes with radio is now near 100%!

RADIO-EQUIPPED	IOWA	HOMES	
	1940 Survey	1945 Survey	1950 Survey
Percentage of all homes owning radios	90.8%	93.6%	98.9%*

*Amazing as this increase in radio homes is, since 1940, it of course does not reveal the tremendous increase in total number of Iowa homes—up 70,000 since 1940!

(2) "More Radio Sets Per Iowa Home." The following chart shows the tremendous increase in the number of Iowa homes which have graduated from one-set to multiple-set ownership since 1940 and 1945. Almost half of all Iowa radio homes now have more than one radio set!

NUMBER OF SETS PER RADIO-EQUIPPED IOWA HOME			
	1940 Survey	1945 Survey	1950 Survey
Percentage of radio		1	100
Only one set in the home	81.8%	61.5%	51.29
Two sets in the home	13.8%	29.4%	35.69
Three or more sets in the home	4.4%	9.1%	13.29
	100.0%	100.0%	100.0

(3) "More Iowa Radio Listening." The following chart shows that more Iowa sets mean more Iowa listening. The 1949 Survey used a 24-hour recall method to determine the amount of simultaneous listening in multiple-set homes. This year the Survey placed a two-

day diary on a large sample of multiple-set homes. Both surveys found that between 1/4 and 1/3 of all two-set families use two sets simultaneously each day—between 1/2 and 2/3 of all three-set families listen to two or three sets simultaneously each day!

FAMILIES WHO USE TWO OR MORE SETS SIMULTANEOUSLY EACH DAY

	1949 Recall Study	1950 Diary Reports
Reported Simultaneous Use:	1900	449
Homes equipped with two sets	26.4%	38.9%
Homes equipped with three sets	50.2%	61.8%

More Iowa radio *homes*, plus more radio *sets* per Iowa radio home, equals more Iowa radio *listening*. And WHO, of course, continues to get the greatest share of Iowa's total radio listening.

Let us or Free & Peters send you all the facts, including a complimentary copy of the new Survey now on the press.

**The 1950 Iowa Radio Audience Survey is the thirteenth annual study of radio listening habits in Iowa. It is a "must" for every advertising, sales or marketing man who is interested in radio in general, and the Iowa market in particular.

The 1950 Edition was again conducted by Dr. F. L. Whan of Wichita University and his staff. It is based on personal interviews with 9,215 Iowa families, scientifically selected from Iowa's cities, towns, villages and farms.

WHO will gladly send a copy of the 1950 Survey to anyone interested in the subjects covered.

WHO

+ for Iowa PLUS +

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President P. A. Loyet, Resident Manager



FREE & PETERS, INC.
National Representatives

NEWS REEL



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ENT

MURREL J. ADES

Promoted to vice-president and general sales manager of Melrose Distillers, Inc., sales affiliate of Schenley Distillers, Inc., which he joined in 1930.



EDWARD T. DONAHUE

Secretary of the Blatz Brewing Co., is promoted to director of sales; was general manager of another brewing company before joining Blatz in 1948.



EDWIN W. KALER

Formerly general sales manager of the United Board and Carton Corp., Syracuse, N. Y., has been promoted to vice-president in move to expand sales.



KENNETH W. MAYER

General sales manager of Van-Packer Corp. is promoted to vice-president in charge of sales for the makers of packaged chimneys, industrial stacks.



EDWARD BILEK

Named sales manager of Lux Clock Manufacturing Co., had joined firm in 1949 as assistant sales manager; formerly with Lehn & Fink Products Corp.



JOHN F. McCLURE

Appointed to the newly created post of merchandising manager of The Pepsodent Division of Lever Brothers Co., had been with Kenyon & Eskhardt, Inc.



BEECH AIRCRAFT CORP.:

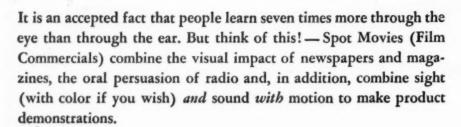
With the resignation of E. S. Safford, director of sales, to go into business for himself, the corporation announces that L. Greever (left) and M. Neuberger (right) are remaining at their respective posts as domestic and foreign sales managers.



SEPTEMBER 15, 1950

ONE

worth SEVEN



Spot Movies (Film Commercials) appear on the theatre screens like movie shorts. They get almost 100% attention from a relaxed, receptive audience. (The movie audience is the finest cross-section of mass buying power you can assemble.) With Spot Movies (Film Commercials) you can aim your message at highly selective markets — even down to particular neighborhoods — or get nation-wide coverage through the 14,458 available theatres.

Cost? Spot Movies enable you to put over standardized, carefullyarranged product "demonstrations" at an average cost of only \$.004 per movie-goer!

For the complete story on Spot Movies, write The Movie Advertising Bureau today.





NATIONAL OFFICES NEW YORK: 70 EAST 45th ST. • CHICAGO: 333 NORTH MICHIGAN AVE. • NEW ORLEANS: 1032 CARONDELET ST. KANSAS CITY: 2449 CHARLOTTE ST. • CLEVELAND: 526 SUPERIOR N. E. • SAN FRANCISCO: 821 MARKET ST.

Never before, such Constellation luxury.

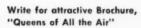


Capital Constellations



Sheer beauty, inside and out ... featuring the "Cloud Club."

Serving Minneapolis, St. Paul, Milwaukee, Chicago, Detroit, Cleveland, Pittsburgh, New York, Washington and Norfolk.





Girard Perregaux, Official Watch . . . AIRLINES

General Offices: Washington 1, D. C.

SEPTEMBER 15, 1950

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ET ST.

ET ST.

ENT

17



has more listeners

7 days a week

than any other
Oklahoma City station

WKY has more listeners more of the time than any other Oklahoma City radio station!

But more important they're loyal listeners. Because WKY has over twice as many listeners. Because WKY lists proven by Hooper!

It's proven by advertising results!

It's proven by advertisers spend more money on That's why more advertisers spend in Oklahoma City.

WKY than on any other station in Oklahoma City.

By every measuring stick, WKY is your first choice in Oklahoma City!

336,280
daytime families
142,190
more families than
the next closest station

THE OKLAHOMA PUBLISHING CO.
WILLY, OKLAHOMA CITY * THE DAILY OKLAHOMA CITY TIMES * THE FARMER-STOCKMAN REPRESENTED BY
THE KATZ AGENCY, INC.

226,000 6 or 7 day families 130,820 more families than the next closest station

WKY

930 KILOCYCLES—NBC OKLAHOMA CITY CHANNEL 4



BBDD/Veusletter

BATTEN, BARTON, DURSTINE & OSBORN, Inc. Advertising

NEW YORK * BOSTON * BUFFALO * PITTSBURGH * CLEVELAND * DETROIT CHICAGO * MINNEAPOLIS * SAN FRANCISCO * HOLLTWOOD * LOS ANGELES



GROUCHO MARX made the De Soto-Plymouth Dealers'
"You Bet Your Life" radio's most popular comedy
quiz show last spring. Beginning next month, his
fans — who have been convulsed by Groucho's
famous ad libs and astonishing conversation with
contestants — will be able to see as well as hear
him when "You Bet Your Life" is presented over
both the NBC television and radio networks.

ty.



"WHAT MAKES a newspaper great?" Pictures like this help a lot to spark up the award-winning ad series prepared for the Minneapolis Star and Tribune by BBDO Minneapolis. This shot of Carol Channing, star of Broadway's "Gentlemen Prefer Blondes," and John Sherman, drama critic of the newspapers, was set up by BBDO New York — another example of BBDO inter-office teamwork.



H. G. WELLS might have chuckled over this newspaper series prepared by BBDO Buffalo for the Marine Trust Company of that city. Old photographs transport readers right back to 1905 or 1887 or 1860—by the simple but startling device of captioning them like current news pictures. The ads create a friendly feeling for Buffalo's largest commercial bank in its centennial year.



THE POWERFUL difference between gasoline and "Ethyl" gasoline is featured by this new advertising technique. The campaign, which makes use of such comparisons as "Lion-Dandelion," "Bear-Pear," "Eagle-Beagle," "Loon-Coon," etc., was thoroughly tested before the first insertion. It is currently proving its strength both on an attention-getting and readership basis.

ENT



This is the Advertising Manager who put 1,000,000* MEN who read and own The Elks Magazine on his schedule...and helped his Sales Manager hit a new sales record.

> Dec. 1949 ABC statement 928,010 circulation -a substantial bonus over guaranteed 850,000 on which current rates are based.



YOU'LL SELL IT ...

IF YOU TELL IT IN

New York • Chicago • Detroit Los Angeles · Seattle

2 LEADERS IN FLORIDA

St. Petersburg - and The TIMES

105,930 population for St. Petersburg's City Zone as of July I. Corporate area UP 57% over 1940 . . . THAT IS REAL GROWTH!

The St. Petersburg TIMES also leads, (1) with MORE advertising lineage than any other Florida paper except one (that one ranked 5th in the U.S.); (2) with FULL and complete circulation to a readership that is responsive AND productive for advertisers.

ST. PETERSBURG - FLORIDA

Sunday

Represented by

Theis & Simpson Co., Inc. New York Chicago Detroit Atlanta V. J. Obenauer, Jr. in Jacksonville, Fla.

The Scratch Pad

BY T. HARRY THOMPSON

The writing-craft owes something to Walter Winchell for his prescience in spotting the war-clouds away back there. It wasn't his fault that our leaders were caught with their plans

The Bell System added 425,000 telephones in the second quarter of 1950, bringing the total number in service to about 34,325,000 . . . double the number of 10 years ago.

"As long as Russia is claiming the authorship and origin of everything that was ever devised," writes A. Fibel, "I am surprised they haven't yet indicated that The Star-Spangled Banner was written by a Russian. After all, wasn't the author's name Francis Scottk(e)y?"

Add similes: "As imperious as a taxi horn."

General Electric's Harry Newton reminds us that, in burlesque, it was spelled olio and not oleo. He's so

Pequot Sheets and Nash Motors both came up with a headline about being "in love with a wonderful buy. From the song of approximately the same name.

"Yesterday is a canceled check. Tomorrow is a promissory note. Today is ready cash; spend it wisely."-Kasco Informant.

I liked the candor of that moviemanager who marqueed: "All the new pix, with a stinker now and then."

The F-B-Eye sees through a powerful spy-glass.

Das Capital, you might say, is the source of "quotation Marx."

Some of our June graduates, I hear, went into politics on the premise that it's a "promising" field.

"The sixth sense in advertising is the sense of sell."-Olmsted & Foley, Minneapolis agency.

In a little magazine called Smiles addressed to the building-maintenance field, I found this gem:

A temperance-lecturer had warmed

up to her subject.
"Who has the most money to spend?" she thundered. "Who drive around in the finest car? The saloon-

"Who has the finest fur coats? The saloon-keeper's wife! And who pays for these pleasures? You do, my

Several days later, a man and his wife who had been in the audience stopped the lecturer on the street and thanked her for her advice.

"I am glad indeed," she said, "that you have given up drink."

"Oh, we haven't done that," said the man. "We've bought a saloon!

I spotted this sign over a Nebraska license-plate: "Don't honk. I can see the green light."

"Dining-rooms will be found only in luxury-homes from here on."-News-item. Since when was eating secondary to sleeping?

William Henry Pratt wouldn't scare anybody; but, as "Boris Karloff" . . . help, murder, police!

You could arm a picket with 1 dueling-sword, and still not make 1 picket fence.

As Leopold sees it, a king's chief worry is the thrown.

Tekni-Craft's Charlie Shaw says the fellow who wrote the Dairy Law of Tennessee wasn't taking a chance on overlooking anyone when h wrote: "As used in this law, unless otherwise apparent from the context (a) The present tense includes the past and future tenses; and the fu-

FIRST ISSUE JANUARY 1951

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LASTICS Merchandising THE RETAILER'S MONTHLY - NEW WAYS TO ADDED SALES ... WITH PLASTICS

...FIRST AND ONLY **MEDIUM TO DO** ENTIRE JOB OF

Elling PLASTICS PRODUCTS at the Retail Level

Foley's Plastics Fair Was Huge Success. Repeat Is Held Likely 401. 0 HC. 0 Event Was Part of SOth Anniversary Promotion Core Exhibit in Housewares Dept. Tied to Window Displays

The state of the s

WRITE TODAY!

PREVIEW ISSUE READY

To help you make an immediate appraisal of this important new publication that will reach 50,000 of the nation's biggest retail buyers of plastics products, a special fully-printed preview issue has been prepared. Just off the press, a free copy together with full details are yours for study. Write today on your business letterhead to

PLASTICS MERCHANDISING, INC.

A Unit of Breskin Publications - Affiliated with Modern Plastics Magazine 122 East 42nd Street New York 17, N.Y.

SEPTEMBER 15, 1950

21

PREVIEW FOR YOU



The 1950 preliminary census report is in, and shows Memphis with a population of 394,025, a gain of 100,000 since the 1940 census. Memphis takes its place with the greater Metropolitan centers of the nation, ranking above such cities as Atlanta, Louisville and Oakland.

Today, more than ever before, Memphis is a market of real stature. And WMCT, now delivering more than 44,000 television homes, is selling these homes with outstanding network and local programs. Call your nearest Branham office NOW for availabilities.



Hani	k City	1940 Population	1950 Population
26	MEMPHIS	292,942	394,025
27	Oakland, Cal.	302,163	382,463
28	Columbus, Ohio	306,087	373,821
29	Louisville	319,077	371,859
30	Portland	305,394	371,009
31	Rochester	324,975	331,292
32	Atlanta	302,288	326,962
33	San Diego	203,341	321,485
34	St. Paul	287,736	310,155
35	Toledo, Ohio	282,349	301.372
36	Jersey City	301,173	300,447
37	Birmingham	267,583	298,747
38	Fort Worth	177,662	277,045
39	Akron	244,791	273.189
40	Providence, R. I.	253,504	254,027
41	Omaha	223,844	247,397
42	Miami	172,172	247,262
43	Long Beach Cal.	164,271	243,921
44	Dayton	210,718	243,108
45	Oklahoma City	204,424	242,450
46	Richmond	193,042	229.897
47	Syracuse, N. Y	. 205,967	220,067
48	Worcester, Mass.	193,694	201,875
49	Jacksonville Fla.	173,065	198,880
50	Norfolk, Va.	144,332	182,377
	The above sent the pre- census repu- listed, in co- 1940 figures.	eliminary orts for mparison	1950 —— each

HERE'S HOW THEY RANK

WMCTelevision

WMC . WMCF . WMCT

National Representatives

The Branham Company

Owned and operated by the Commercial Appeal

CHANNEL 4 . MEMPHIS

AFFILIATED WITH NBC

Also affiliated with CBS, ABC and DUMONT

ture, the present. (b) The masculine gender includes the feminine and neuter. (c) The singular number includes the plural and the plural the singular."

History may say that even the Dachshunds hated the "veteran Aryan," Hitler.

To get out of storage, it seemed expedient to combine *two* small apartments temporarily. My sisterin-law thinks we should call the joint: "Double or Nothing."

Paul Hoffman sees Russia's ultimate defeat. There's see-power we can use.

Even before Korea, Uncle Sam had can'ts in his finance.

Grandmother to try channel swim. Most modern grandmothers would rather swim in Chanel No. 5.

What's in a name? You can always get a drink at Ye Olde Temperance House, the historic old inn at Newtown, Bucks County, Pa.

Politicians may remember that "November" has an "r" in it, when ousters are in season.

· London Bridge may be falling down, but her bridgework has been on the rise since socialized medicine.

A beagle, you might say, is a rabbit-rouser.

Motto for Dan Cupid: Love and let love.

"Demand Drops for U.S. Coins"
—headline. That ain't the way Pop
heard it.

The typewriter was invented 82 years ago. However, most of my friends and relatives continue to address me in manuscript, which I decode with difficulty.

Because he acquired the kitten on a Sunday, my friend Bircharde Kenvin christened it "Catechism."

The good people of New Orleans, I take it, live on Piety Street.

A sign in Roslyn, Pa., reads: "Old and new china, glassware, antiques." New antiques, I gotta see! AT HIT HIT HIT HIT HIT HIT ############### THE THE THE TEN HI THE HIT HIT HE HIT HIT HIT HIT HITH THE THE TH HITH HIT THE HI HIT HIT HIT HIT HIT AL HAL HAL HAL HAL HAL ## ### ### ### HH HH HH HH THE HILL THE HI HILLIH TH HH HH HH HH HI HI HI HI HT HT HT HT AN AN HT HT HT HT HT HT HT HT HT HH HH HH HH # ## ## ## IN THE THE THE THE THE THE # ## ## HH HH HH HH HH 是是是 HI THE THE THE THE ####### Clear Proof that. HI HI HI HIT HIT HI THE THE THE THE

HOUSEHOLD HITS HOME! with the "Profit Combination"

20,503, to be exact. That's how many lines Household has added over 1949—capping the gain with the fattest September issue on record!

There can be only one reason: more and more advertisers are finding that HOUSEHOLD HITS HOME! It gives them the Profit Combination of home families plus home editorial—in the free-

spending bome communities of 25,000 and under.

About those home families: the latest survey shows that 76% of Household families own their own homes. Match that if you can!

Certainly you can't match Household's attractive rate per page per thousand—\$2.40, black and white; \$3.20, four colors.

the HOUSEHOLD profit combination

HOME FAMILIES plus HOME EDITORIAL

CONCENTRATED IN THE HOME TOWNS OF AMERICA!

SEPTEMBER 15, 1950

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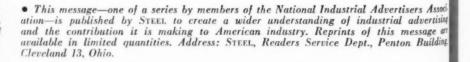
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Why is it

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FREE—4 useful booklets for industrial executives

- 1. "How Industrial Advertising Meets the Demands of Top Management" and
- 2. "How Industrial Advertising Helps Make Sales"—Each describes 10 performance-facts reports from the advertising-sales records of such companies as E. I. du Pont de Nemours & Co., General Electric Company, Hercules Powder Company, Westinghouse Electric Corporation, Koppers Co., Inc., Standard Conveyor Co. Each tells how a sales situation was analyzed—how advertising was used in these situations, and what results were obtained.
- 3. "Copy That Clicks"—This is not just about advertising copy. Contains 20 examples that will give you a new viewpoint on advertising objectives; will help your advertising people do a better job.
- 4. "Mechanized Selling at Work"—Pre pared for executives who would like to apply the same concrete, mathematical principles of efficient product production to the improved efficiency of order production.

Write to National Industrial Advertises Association, 1776 Broadway, New York 19, N. Y. for these useful booklets. They're fres



The answer is advertising. It precedes the salesman on every call, establishing his identity and stating the nature of his business. It saves the salesman's time and the customer's time. It reduces the cost of the call—the cost of the sale.

If yours is a company whose products are sold to industry—where the cold conditions of sale are cost, quality, performance and delivery—advertising can never conceivably replace the salesman. But advertising can be the means of getting that same salesman into the prospect's office—and out with the order—in less time and at lower cost than any other method known to management.

In doing this one job, alone . . . and without taking into consideration its many corollary functions . . . your advertising deserves the best thinking and the best brains your company can command. It is a capital investment in the truest sense of the word . . . an investment made to achieve specific results and to pay a given return. As such it demands your most careful consideration.

INDIANA ASSOCIATION OF INDUSTRIAL ADVERTISERS



A CHAPTER OF THE NATIONAL INDUSTRIAL ADVERTISERS ASSOCIATION

A national organization, comprised of 3,500 members of the 34 local associations of industrial advertising and sales executives—dedicated to greater efficiency in industrial distribution—and lower sales cost.

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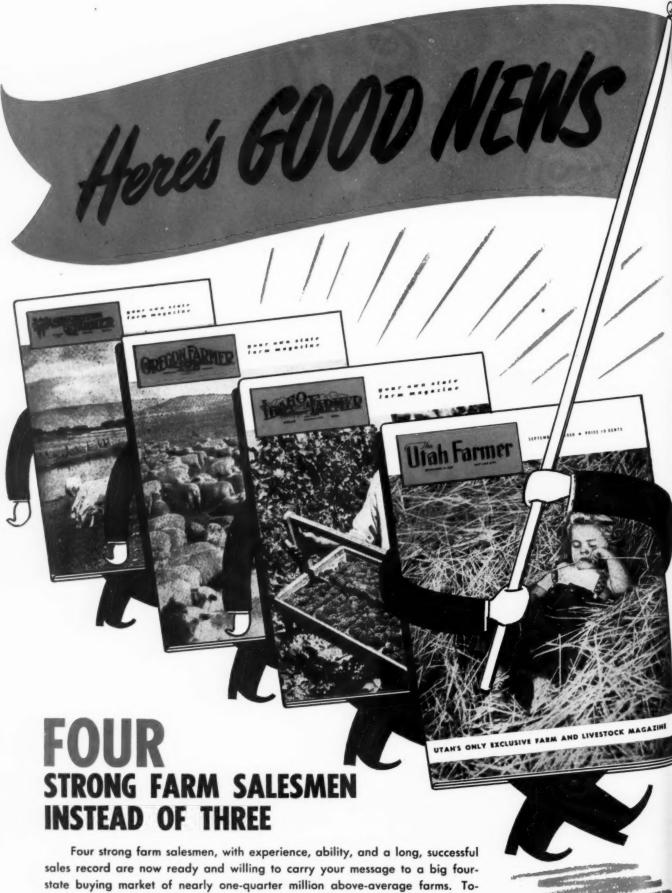
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improved

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York 19, y're free.



Four strong farm salesmen, with experience, ability, and a long, successful sales record are now ready and willing to carry your message to a big four-state buying market of nearly one-quarter million above-average farms. Together, The Washington Farmer, The Oregon Farmer, The Idaho Farmer and The Utah Farmer reach approximately 80% of these prosperous farms with a high-readership type of coverage that really packs a sales wallop! Put them to work for you!

Pacific Northwest PARM QUAD FARM TRIO

PACIFIC NORTHWEST FARM TRIO
WITH THE UTAH FARMER ADDED

A Bigger Package! . . A Bigger Market! . . A Bigger Buy!

Now You Can Buy All Four At Lower Cost! Here's good news for advertisers: with the purchase of the second oldest farm magazine in the west, the 70-year-old Utah Farmer, the Pacific Northwest Farm Trio becomes the Pacific Northwest Farm Quad.

Addition of The Utah Farmer to The Washington Farmer, The Oregon Farmer and The Idaho Farmer gives the new Pacific Northwest Farm Quad a combined total circulation of more than

190,000 among 210,832 prosperous farms. This—the largest package of farm magazine circulation in the western states under single ownership—provides outstanding coverage of an outstanding market—a market whose farm residents for seven years in a row have enjoyed cash receipts in excess of a billion dollars annually.

Here's a big one-package farm market that offers you real sales opportunity. Your best advertising medium is the new Pacific Northwest Farm Quad whose home-state farm magazines have the coverage, penetration and influence that produce results.

Check your media list. Make a note to include the Pacific Northwest Farm Quad so that you may develop the full sales potential that exists in Washington, Oregon, Idaho and Utah.

ADVERTISING REPRESENTATIVES:

Western Associated Farm Papers, Chicago, New York, San Francisco GENERAL OFFICES: Spokane, Washington

STATE OFFICES: Seattle, Portland, Boise, Salt Lake City

Easy to Buy!

Just one order—one rate—one plate—one check. One big, easy-to-buy circulation package that gives you dominant coverage of a great four-state farm market where average cash income per farm exceeds the U. S. farm average by 34%.



PACIFIC NORTHWEST FARM TRIO WITH UTAH FARMER ADDED

ENT



231,480 Radio Homes (Day) 238,680 Radio Homes (Night) (0.5Mv/M contours)





WINSTON-SALEM

NBC Attiliate

Represented by: HEADLEY-REED CO.

WASHINGTON

Bulletin Board

Bureaucrats Cut Back

For years the Government has been offering a vast assortment of services: statistics, advice on packaging, on discovering markets, etc. Now it's getting ready to close out some of its lines.

Congress ordered the President to take about half a billion from the merely civilian agencies. Although this sounds like the kind of thing that forces cuts, it merely registers curtailment that's taking place anyway. The Government, for instance, does a lot of building: roads, slum clearance, port development.

The Budget Bureau is going over all statistical compilations throughout the Government. So far, no rules have been laid down.

Are the statistics directly useful to the Armed Services? If they are, they're saved. Are the statistics needed by those who allocate materials, who help defense plants get workers, who run price controls? That's almost, though not quite, as good as use by the Armed Forces. Cost-of-living statistics, to take one example, had been used by OPA and will stay put.

Social Security figures showing how payrolls are distributed geographically are a good risk. The figures come in and compiling them is necessary to operating Social Security.

Census Expand?

Census Bureau officials say they don't see how much of their stuff can be dropped. During the war the Bureau had expanded, working for practically every war agency. Present reports show the shipments and inventories of various industries: During the war there was more, not less, of that sort of thing for WPB.

The Bureau's Labor Force statistics may expand. The retail sales figures are needed by those who allocate; so is the annual sample Census of Manufactures.

It's a sort of rule that something must be given up. People outside of the Bureau suggest the very things that sales managers want most: the returns on the personal income question, which raised such a fuss, and on ownership of TV sets, etc. Proving their value to defense requires some what more argument than the other questions. Yet, Census officials point out, so much of the work has been done that what you'd save would be strictly negligible.

The stuff offered by the Bureau of Labor Statistics is concededly key. It covers wage payments, wage rates, changes in cost-of-living, etc., which had been guides to the OPA and the War Labor Board. In wartime the Bureau had expanded on other agencies' money and probably will again.

For several years the Bureau had planned to bring its cost-of-living index up-to-date. When costs were lower there were fewer autos, radios, frozen foods. Now there are 400 products that belong but didn't then. Moreover, marketing methods have changed: Where were the super markets in the thirties? To do its comparison shopping accurately, BLS must know where things are bought. When the money for all this first was solicited from Congress, the Bureau's chiefs pointed out that the war was over, that the post-war shifts had been completed, that things were sufficiently settled for study. This is no longer the case; everything's unsettled. The present argument is that it's urgent to watch carefully the great changes about to take place. Probably, it's felt that if the work isn't done now it just never will be, so that the cost-ofliving index will become almost quaint.

There's no question about the Reserve Board's surveys of consumer finances. They, too, are used by those running economic controls. In any case, they are financed by the Board, whose outlays are not in the Government budget.

Part of the Commerce staff will shift to running the controls. The men who now watch various industries—steel, non-ferrous metals, etc, are almost certain to be put on an



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looking for ways to improve distribution?

Let CHEMICAL ENGINEERING and FOOD INDUSTRIES give you an assist with their NEW...

DIRECTORY OF MANUFACTURERS' AGENTS

Serving the Chemical and Food Processing Fields

Containing over 1500 manufacturers' agents specializing in these industries this book provides an economical and handy reference for sales-minded manufacturers of machinery, equipment and supplies.

Conveniently alphabetized by geographical locations and companies, the directory includes names, addresses, branch offices, product lines handled, firms represented and territories covered—all of the vital statistics needed for selection of a manufacturer's agent to serve these fields in any locality.

The price is \$10, less than the price of a single newspaper advertisement.

Order your copy now. Use the attached coupon. Send cash, check or money order.

Chemical Graineering	>
Food Industries	•

McGRAW-HILL PUBLICATIONS L_____

Bu	siness Manager
	nemical Engineering and Food Industries
33	0 West 42nd St., New York 18, N.Y.
α	aclosed is \$10 in cash \square check \square money order \square . Please send me copy of "Directory of Manufacturers' Agents serving the Chemical ad Food Processing Fields."
N/	ME
FIF	RM
AE	DRESS
CI	TYSTATE

TOMORROW'S MOVES MADE HERE TODAY!





It Takes A Fully Equipped Mover's School Like MAYFLOWER'S To Provide SAFE, DEPENDABLE SERVICE

• One of the most important sections of the Mayflower Mover's School . . . is its complete, the first and foremost of its kind, laboratory home. Here the student mover finds each room—living-room, dining-room, kitchen, and three bedrooms—completely set up with furniture and fully equipped, just as he will find them in a home. He learns his business under the same conditions as he will practice it. Thorough instructions, and repeated practice sessions under careful supervision, followed by strict examinations turn out men for Mayflower who know how to take care of the household goods you want moved for your people. Mayflower Long'-Distance Moving Service is better service because we've gone to the trouble and expense to make it that way. It costs your company no more and it saves you time and trouble! Call Mayflower next time!

AERO MAYFLOWER TRANSIT COMPANY . Indianapolis

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.

AERO

MAYFLOWER

AERO

MAYFLOWER

MATION-WIDE FURNITURE MOVERS

America's Finest

other payroll and even to do somewhat different work. They will keep watch over the supplies of scarce materials.

The marketing unit survived the war and should survive now. It's partly a matter of finding new products. In a hundred variations, it tells sales managers how to find customers: neat compilations of Census figures, the BOASI tabulations, advice on how to exploit new products, etc. In war, it's different. People, for instance, want to know what to say to customers who don't get their merchandise.

FTC to Fore

Federal Trade Commission looks to the same assignments it had five years ago-investigations into price and profits for the control agencies. At that time, much of the antitrust work stopped and cases were left to hang in mid-air. That may happen again; it would be natural for companies with defense orders to stall cease-and-desist proceedings hopefully. On the other hand, during World War II the FTC prosecuted firms for false advertising. Manufacturers couldn't get good materials and there were no trained craftsmen. Sometimes products were shoddy. sometimes excellent, allowing for the circumstances. FTC made companie tell all about it and probably will again.

As Commerce Department was getting ready to control the distribution of materials, all sorts of doubtful information got around and in the most natural way. The number of officials who had become insides steadily expanded, and the insides told outsiders what they had heard. Sometimes an official wouldn't himself distinguish clearly between what he thought should be done and what he considered probable; sometimes it was his listener who confused them.

Mostly, everybody's been playing down the importance for the time being of the controls. As an order was being drafted giving the Military priority on essential materials, the men drafting it were saying that for months it would scarcely be used.

However, you heard it different from businessmen. Just as in 1940, there were all sorts of foundry shops full of purchase orders for parts to planes and tanks, but without aluminum and steel. Owners were complaining, and wanted priority tickets fast. It's probably when something is not delivered on time to the Army, something important, that the first priority ticket will appear. A little later there may be a flood.

Get the Facts behind the Facts . . . then ACT . . .

Dec. 31, 1939 '40 '41

"Knowing is nothing - unless some other person knows that you know it "PERSIUS

Of special interest to MANAGEMENT EXECUTIVES

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Of special interest to
SALES AND ADVERTISING MANAGERS...and AGENCY EXECUTIVES

The growth of every company is the result of getting and keeping satisfied customers. They are responsible for the growth of your company.

The value of a magazine (as an advertising medium) is in direct proportion to the hold it has on its subscribers who make up its market. For some seventeen years the highly important news content of U. S. NEWS & WORLD REPORT has attracted well-to-do and intelligent people—more and more of them year after year.

Over the last seventeen years, the steady reader-growth of U. S. NEWS & WORLD REPORT, compared with all other news and business magazines, resulted from just one thing—FROM THE CONSTANTLY INCREASING NUMBER OF IMPORTANT PEOPLE WHO HAVE SAID, in so many words, "WE ARE SATISFIED CUSTOMERS."

Read today by more than 1,000,000 adult men and women, with incomes more than three times the national average. U. S. NEWS & WORLD REPORT is a member of the family in

350,000 homes

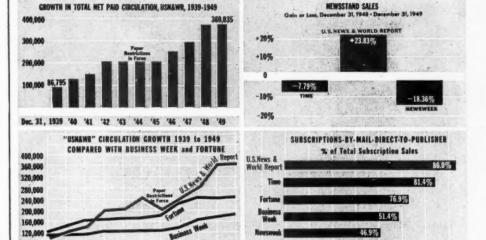
where it is read, from cover-to-cover, 52 times a year.

Many executives, like yourself, responsible for authorizing advertising budgets, have called on their agencies for detailed reports on why the accompanying graphs show such an unbroken record of growth in all directions—unique in the field of publishing.

Every sales and advertising executive should have, in his mind for ready reference, a picture of these four graphs which show the fulfillment of a definite need... a need for a news content uniformly important, uniformly authentic, uniformly readable.

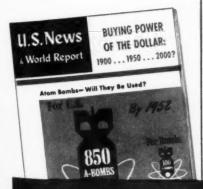
It is always worth-while to get the facts—and the facts behind the facts. Perhaps the reasons for our growth are comparable to the reasons that are back of the growth of your own company.

It's very likely.



The magazine that's built by "Satisfied customers"

These graphs blue-print a circulation growth among the so-called "management magazines" and the general weekly "news magazines."



There is no substitute for authentic and original news content; no substitute for circulation voluntarily acquired; no economical means of covering this market of 350,000 subscribers other than U. S. NEWS & WORLD REPORT—BECAUSE

no other news magazine
no other management magazine
—and no combination of any of them—
covers the same people who subscribe to

AMERICA'S
Class
NEWS MAGAZINE

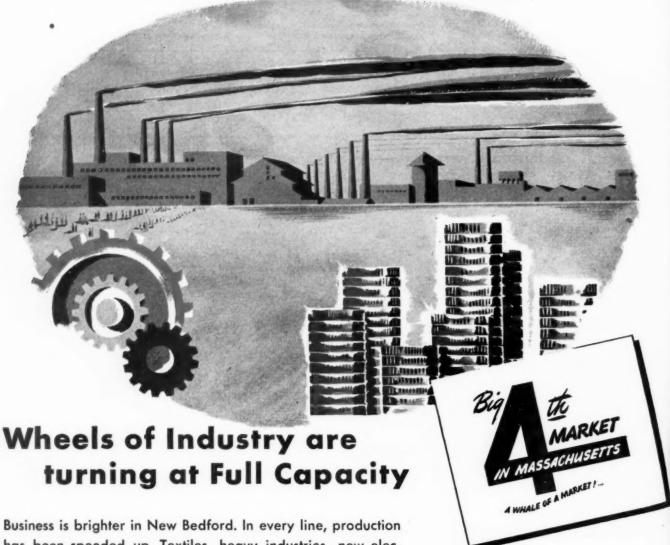
U. S. News & World Report

* USEFUL NEWS FOR IMPORTANT PEOPLE *

Read for a purpose-by more than a million intelligent men and women in 350,000 homes

NEW BEDFORD

MASSACHUSETTS



Business is brighter in New Bedford. In every line, production has been speeded up. Textiles, heavy industries, new electronic plants and other factories that comprise New Bedford's modern diversity of business are running at new highs.

Pay rolls are bigger now than ever, surpassing even those of previous banner years. Hence advertising schedules placed in this market NOW are assured the highest return per dollar invested.

ONE-PAPER COVERAGE

BOTH DAILY AND SUNDAY

City Zone Coverage over 99% Entire Market Coverage over 91%

The Standard-Times

"The Nation's Best-Read Newspaper"
NEW BEDFORD, MASS.

Represented Nationally by

GILMAN, NICOLL & RUTHMAN . NEW YORK . BOSTON . CHICAGO . PHILADELPHIA . LOS ANGELES . SAN FRANCISCO

TIME FOR PROFITS!

What's the time? People are always wanting to know, always looking for clocks to give them the answer. A Telechron ad clock tells them — and puts your message across at the same right time.

Have you a slogan, a trade-mark, a sales idea that you want to promote? Put it on a low-cost Telechron ad clock, where it can't possibly be missed.

For complete details about the entire line send the coupon. Telechron Inc. A General Electric Affiliate.

NO. 6 ILLUMINATED 15" AD CLOCK. Advertising message baked into translucent dial. Excellent for store windows or all-night time service inside store. Costs as little as \$7.00 (plus tax) in maximum quantities. Also No. 604, 12" ad clock, non-illuminated, at \$5.35 in maximum quantities.



NO. 603 NON-ILLUMINATED 8" AD CLOCK. Can be easily mounted in panels of various materials. Used on drink dispensers, counter dispensers, back-of-counter panels, etc. Costs \$3.75 in maximum quantities.







TELECHRON PROMOTION AND PROD-UCT REPLICA CLOCKS. Designed for use as company gifts and to fit into replica of product. Many styles, wide range of prices.



ADVERTISING **CLOCKS**

Your All-Time Point-of-Salesmen I'm interested in more information about Telechron ad clocks and the selfliquidating deals for promoting them.

- 15" ILLUMINATED AD CLOCKS (Minimum quantity, 100)
- 12" NON-ILLUMINATED AD CLOCKS (Minimum quantity, 100)
- 8" CLOCKS for use in displays or dispensers (Minimum quantity, 50)
- PROMOTION CLOCKS (Minimum quantity, 250)
- PRODUCT REPLICA CLOCKS (Minimum quantity, 500)

I am interested in . . . (No.) Clocks

.....Zone....State.....

SEPTEMBER 15, 1950

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The Los Angeles Monthly Grocery Sales Audit Is Now Available!

- * WHO feeds the hungry Los Angeles market?
- * WHERE, what and how much food do these millions of people buy?
- * HOW many of them prefer YOUR product, or your competitor's?

YOU CAN GET this vital marketing and sales information! Don't guess how food sales are in the big Los Angeles market... KNOW!

YOU'LL GET the answers accurately and honestly in the NEW
Los Angeles Monthly Grocery Sales Audit. Now available through...

The Los Angeles Evening

HERALD

For full details write us direct or contact your nearest Moloney, Regan and Schmitt office.

Los Angeles' BIG EVENING NEWSpaper

Represented Nationally by Moloney, Regan and Schmitt

SIGNIFICANT TRENDS

As seen by the editor of Sales Management for the fortnight ending September 15, 1950

THINGS TO REMEMBER

This department is back to normal so far as content and format are concerned, after a month of "Iffing" in which we drew on issues of the vintage 1940-1943 to find parallels with the present "warm" war situation.

Before closing the books on the past we should mention two items which may need quick attention. One has to do with a ceiling on wages which Congress has given the President power to invoke. Remember the delays, the red tape, often the complete impossibility in getting sanction for merit raises for your salesmen during the last "freeze?"

Better be prepared today. Develop an incentive plan, and have it ready for putting into operation at a moment's notice, whereby you can give additional money to deserving salesmen. In all probability a plan will be legal if it is operating in advance of the freeze order. Additional payments can be made for an almost unlimited variety of tasks performed, such as dollar volume in excess of a quota, for opening up new outlets, for special promotion work, for reasons of seniority, etc.

Delay in planning for incentive pay boosts and working out standards for them will mean frustation for yourself and your men if we do have wage controls.

The other item is one of public relations in businesses which are in a sellers' market. In a period of scarcity many people are bound to be disappointed, and it is the duty of every corporation's sales executive to do everything to make sure that all potential customers are treated fairly, so that the disappointed ones will not have a justifiable gripe because distributors of the branded product are taking advantage of the situation by (1) demanding gray or black market prices, (2) failing to give adequate service.

Right now some manufacturers of appliances are being damned heartily because they show no evidence of caring how their distributors treat the public. Your editor, for example, is readying a letter of protest to General Electric on the treatment he received on a G-E stove and dishwasher from a distributor who takes the attitude "Don't you know there's a war on?" as an excuse for not living up to his obligations. G-E, we are sure, is not aware of the damage this distributor is causing to its great and good name.

IS ANYBODY LISTENING?

Fortune in September shows in a lead article, "Is Anybody Listening?" how difficult it is for owners and managers to sell *ideas and policies* to the public. It's a mightily provocative article, and while you may not agree with the editors that most of the investment in public relations advice and advertising has been money thrown down the drain, you nevertheless will have to admit that new word concepts seem to be necessary if business is to sell itself to labor and consumers.

The difficulty is highlighted by recent experiences in anti-hoarding advice. The General Tire and Rubber Co., shortly after the outbreak of the Korean war, used full-page newspaper space to tell the public that there were plenty of General Tires, that it wasn't necessary to buy at the time other than for current needs. The company was sincere, and it was truthful. When the ad was printed—telling people not to rush to buy Generals—there was a big stock in warehouses and dealers' rooms.

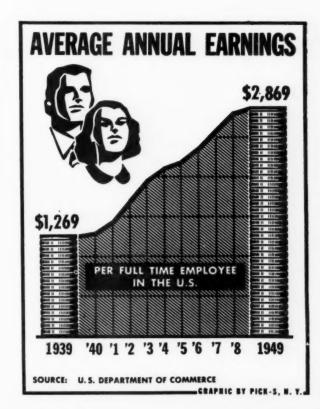
Forty-eight hours later the stock was exhausted!

People—in their perverse way of thinking and operating—did just the opposite of what the ad advised. That particular story isn't a part of the *Fortune* piece, but there are plenty of others which illustrate how badly we overestimate our ability to get ideas across. The article is worth very careful reading.

THE TEMPTING STATE OF SELF-DECEPTION

The approach of another sellers' market poses a danger of far-reaching consequences.

Earl Lifshey, managing editor of *Retailing Daily*, defines it as "the danger of once again lapsing into that tempting state of self-deception in which it is blissfully assumed that since we are, apparently, swinging back into a sellers' market, there is no need to develop and maintain



strong sales and promotional efforts." The fallacy of such thinking, Lifshey points out, "was dramatically demonstrated by the greatest object-lesson of its kind we have ever had, when during the recent post-war era we discovered that we had almost forgotten how to sell. Since then, in a thousand different ways and on thousands of occasions, the voice of that experience has reiterated what a costly mistake it can be for business to expect to maintain speed by trying to coast on past performance instead of keeping its foot firmly on the all-important accelerator of sales effort. Despite these warnings, there are already straws in the Korean wind to indicate the reappearance of a 'why bother about sales promotion now?' attitude on the part of people who ought to know better. It's been said that nothing happens until somebody sells something.' But when you stop selling-that's when trouble starts.

SALES STRAWS IN THE WIND

Last week a seam-busting multitude of 30.5 million school children crowded into the nation's grade and high schools. Merchants enjoyed the biggest back-to-school boom in history. This wasn't scare buying.

Dr. Louis Dublin of Metropolitan Life says, "The school population is increasing, and the end is not in sight." He predicts that the number will jump by one-third in the next decade, until by 1964 there may be more than 44 million school children. In each year for the next decade the number of beginners will exceed the number graduated from elementary schools.

When is the saturation point coming in automobiles? Post-war production of 19 million cars is equal to nearly one in two of the nation's families. Appliance makers have had a wonderful boom, too, but more cars were manufactured than washing machines (15.2 million), and almost as many as refrigerators (20 million). Four

PERSONAL CONSUMPTION 56 **SERVICES** IN BILLIONS OF DOLLARS DURABLE 24 GOODS 40 -8 NON-DURABLE GOODS 1945 SOURCE: U.S. DEPARTMENT OF COMMERCE GRAPHIC BY PICK-S, H. Y Americans have bought a new car to each one who has moved into a new home since the end of World War II.

DISTRIBUTION AND PROSPERITY

Sumner H. Slichter pointed out in the June Atlantic Monthly that a revolution needs to be brought about in the thinking of many businessmen similar to the revolution that is needed in the thinking of those wage earners who think they must limit production in order to hold jobs, "Some businessmen think that there is just so much business to be had and that, if an enterprise tries to get more business, it will not increase the total amount of business. If this kind of thinking were prevalent, it would keep down the amount of enterprise in the community and would prevent the achievement of a satisfactory level of employment."

Fortunately, most American businessmen realize that the larger the pie the larger their slice is likely to be. The U. S. Chamber of Commerce, Washington, D. C., has released a policy holder, price 10 cents, on "The Importance of Distribution in the American System." In one paragraph it says:

"Students of economic progress have concluded that the measure of a country's prosperity and well-being is simple. This simple measurement is the percentage of people engaged in distribution and services. When this percentage is low, then prosperity of the country is low, the standard of living is low, and the well-being of the people in that country is low. When the percentage of people engaged in distribution and services is high, then prosperity of the country is high, the standard of living is high, and the welfare of the people is high."

The report then goes on to say:

"It is not enough merely to produce things in large quantities. There must at the same time be a demand created for use and consumption. This is the job of those engaged in distribution. It is a double job. The first part is to stimulate the diverse consumer demands. The second part is to set up and operate the practical mechanism by which these demands can be fulfilled.

"When those engaged in distribution do this double job they provide high employment. This comes about in several ways. Direct employment occurs in the distribution process. Many people are needed to operate stores, do selling work, make deliveries, put products into packages, operate storage and carry on incredible amounts of record keeping. Additionally, indirect employment is generated by increased levels of production and necessary expansions through construction and capital expenditures.

"It is important for all persons entrusted with public welfare to keep in mind that between one third and one-half of the workers in this country are directly engaged in distribution and service oc cupations."

Not bad for quoting in your next sales bulletin.

PHILIP SALISBURY Editor



Champagne & Caviar? A Candid Look at Washington Expense Accounts

Before you get the idea that you can grease the wheels of business by throwing deep freezers and Napoleon brandy around among the boys, you'd better think twice and count to one-hundred. Most of it's ag'in the law. And the columnists are sitting on the sidelines licking their chops.

It's almost official doctrine that contact between private citizens and Government men corrupts the Service. Consequently, there is an elaborate body of rules designed to make such contact stiff, circumspect and painful. Much selling, for instance, is done by bid so that, in theory, a Government buyer need never see face to face a salesman whose blandishments could divert him one decimal point from the lowest price. Salesmen have expense accounts with which to pay for food, drink and entertainment, to all of which the Government man is supposed to hold up his hand in abstemious protest.

Along with the doctrine is the wealth of anecdote, not completely mythical, of gloriously wild parties thrown by interested companies for the governmental masses and discreet epicurean feasts for their superiors. Expense accounts attest to somewhat more lavish goings on than Washington's featureless nightlife. Notwithstanding the elaborate code of

prohibitions, people do become friends even though they do business together and, on occasion, somebody treats somebody else. There are

Between the code and the supposed practice of gay entertainment for Government people, what is a businessman supposed to do? Should he learn the code and follow it to the letter? Throw parties to make the competition green with envy? Find some middle course under which he'll be disobeying the rule just in order to be offering entertainment that's frankly tepid? It's assumed here that nobody intends and certainly doesn't hope to corrupt anybody else. There are no instructions on how to bribe. But people do want to know the rules as written and as practiced. What's good form?

There's the famous case of the Hughes Aircraft Co., which could make good planes that the Air Forces didn't buy. Hughes put a publicity man onto the job of entertaining; a lot of money was spent and many people, who had nothing to do with airplanes, had good times. A General went to jail; people argued about whether there was or wasn't a scandal and new regulations were hur-riedly written. There are the deepfreeze stories, the stories of influence. All that, if it still goes on, is a kind of underworld which it's safer, as well as more honest, not to visit.

The rules are harsh. First of all, there's a general statute which prohibits a private citizen's giving and a Government man's taking emoluments. The people who went to jail went under that statute. It's true that the gift has to be pretty big to merit that much attention, but there's no clause that exempts presents up to,

say, \$5.00.

In addition to the statute, you have the rules of each branch of Government. Those of the Army and the Air Force say that a Procurement Officer "will not accept gratuities intended to influence the strict impartiality that must prevail in all business contacts." The Officer, notice, is allowed to judge what is intended to influence him. With the Navy and the Civilian Government there's no such discretion. The Navy Regulation says that, "Except as al-

BY JEROME SHOENFELD **Washington Editor**

SEPTEMBER 15, 1950

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lowed by the Secretary of the Navy," no Navy man or civilian employee may "take or receive any emolument or gratuity, . . . directly or indirectly." One spokesman said that, legally, he can't let you pick up the lunch check or perhaps can't even accept a cigarette. Practice doesn't go quite that far. And here's the rule for buyers for the Civilian Government, i.e., General Services Administration:

"No employee shall accept any gratuity or favor of any nature what-soever, directly or indirectly, from any person, firm, corporation, or any other entity, which has done or is doing business or proposes to do business, with this Administration. Tentative or direct offers of money, or other considerations, such as offers of future employment, which are made to influence official action would, of course, constitute attempted bribery, a Federal criminal offense."

The Written Rules

Those are the written rules insofar as they directly affect what a Government man may accept. The written rules, though not to be taken with absolute literalness, can't be bluntly ignored either, at least not at Government expense. Except for trivial exceptions that emphasize the broad prohibitions, anything you spend on a Government man you yourself pay for. No bookkeeper may allocate the bill to "Sales Expense," then add it to the price: There seems to be an implicit assumption that no expense of any kind attaches to selling to the Government.

Suppose that a company has a contract on which it will be paid its cost plus a fee. Nothing whatever will be allowed for gifts or entertainment when the costs are reviewed. A not too scrupulous businessman may shrug

this off; by adding a dollar to this item, another to that, he may say to himself, you can always retrieve your lunch money. A company that is a notoriously lavish giver sometimes can't. Primed, the reviewing officers may be looking for the expenses he knows were incurred and may get petty in examining the vouchers.

It's the same with fixed price contracts, when they are subjected to renegotiation. Travel and various other expenses are allowed in such contracts. The renegotiators take the months in which such items were greatest. These are thoroughly audited, voucher by voucher. The percentage of the stated item that represents gifts or entertainment is inferred and then deducted for the full The Government refuses to pay by at least that amount. Unless the company is to go into the red, it must then charge to its private customers this largesse to Government men. The Navy started it, and under a new manual now being drafted, the method will soon be universal. The manual, incidentally, will set a rather low maximum for travel expense, which has been found to be the most usual hiding place for entertainment.

When ships are launched, the companies sometimes give with a flourish that seems a compromise between a Roman feast and a radio contest. For this there's no obvious business reason: Historically-minded shipping men trace it to medieval religious ceremony. There are diamond wrist watches and such for the lady who launches the vessel, usually a relative of somebody whose goodwill is coveted. There are also lesser gifts—running sometimes to several hundred dollars each—for other people in no position to do favors: somehow their names get put on the beneficiary

lists. Partly, these launchings are actuated from sheer delight in expensive gaiety. The man who makes up the guest list often invites friends doing the same at competing companies, with an eye no doubt to receiving as well as extending invitations. Union leaders, politicians, newspapermen all come. An affairs may run to \$15,000.

The Navy allows hardly anything. The launching platform will be paid for if it's not too big; so will be the bottle of champagne, plus its decorative ribbon. Again the Navy will allow a modest sum for music, for "local" transportation and for flowers. The feast, the gifts, the freely poured liquor do not get into the cost of the ship, unless under thick disguise.

Expensive Launchings

The Maritime Commission used to be pretty easy-going. But during the war, there was a party so elaborate—a luxurious private train from Washington to Newport News was a bare incidental—as to have inspired wisecracks and fulminations respectively from the columnists and Congressmen who attended; ever after the Commission has been tight. Its principle is that launching cost covers only the launching and not the ceremony. Commission employees say they're sure that their branch didn't pay for the wonderful parties to which they continued to be invited.

The Revenue Bureau is not as severe as the rules require the procurement auditors to be. Several years ago there was a case before the Tax Court: A contractor ran a party to which he invited both governmental and private customers, charging all of it against his income. The court allowed only the entertainment of the private customers, adding, curiously, that entertainment of Government men is "against public policy."

But in another case, Government officials were invited to a party thrown primarily for ordinary busi-The contractor ness customers. didn't have to deduct the soup, capons and cigars for the Government officials, all of which were "inci-dental." A defense contractor, conse-A defense contractor, consequently, can at least get his tax deduction when he invites a procurement officer to address pep dinners for his sub-contractors or his workers; the whole thing is legitimate "other business expense." The Revenue Bureau will allow you to charge simple gifts, even if to Government people - calendars, pencils,

So much for the written rules: what may be given, what may be charged, what may be deducted.

There are also customs. One not only doesn't forbid, but requires treating Army personnel. In the New York area, the Quartermaster Department invites the contractors to an annual dinner at \$10 a throw: A company with a fairly large contract is expected to take at least a table for ten. The contractor awaiting ten tickets is told that he can have, say four or, perhaps, six. The remaining tickets at his table restore the morale of the Quartermaster employees.

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These parties are stiff: the contractors and their imposed guests are too self-consciously affable to talk; feebly someone may hazard a tame joke. When the dancing starts, the contractors slink around asking each other sheepishly whether they are late on their deliveries and whether they've been fined yet; the Quartermaster employees work up just enough gaity to prevent an evening out from being entirely wasted; the uniformed officers put on the charm. Such annual affairs are among the facts of life in some sections of the Armed Services as well as in PTA's, alumni organizations, the local police, sales clubs; and, depending on one's mood and physical condition, may be

There are other instances in which the gifts and the treating do not originate with salesmen but with Government officials. It's particularly that way in wartime when the Government consists, no longer of people who have stepped up, civil service form by civil service form, but of men fresh from business incomes. Wm. S. Knudsen, new to Washington, used to bring together the people who wanted to see him, himself picking up the luncheon check. The Washington reporters remember little gifts from Edward R. Stettinius, Jr.—typical salesmen's gifts.

Tables Are Turned

When Charles Luckman, at Truman's request, started his campaign for cutting household expenses, he started off with a banquet for the press, which is remembered to this day as Belshazzar's feast; later, he was to be seen from time to time in one or another of Washington's few swanky dining rooms dining the people who had intended perhaps to dine him. Many wartime Washington officials are wealthy men to whom salesmen's expense accounts were bagatelle. They include former and future bosses of the salesmen.

There are also, of course, the gifts, the luncheons, the dinners, financed by companies with or trying to get contracts. During the war, these

became a fixed part of Washington life. They were thrown for employees of the Armed Service and all of the war agencies, except OPA, whose personnel was exceptionally straightlaced. Sometimes the guests liked them, sometimes they didn't. It was nice for an engineer in, say the Maritime Commission, to tell his wife one night that he had a surprise: that the expeditors' (shipbuilding salesmen assigned to finding components) had invited them to a banquet that Saturday. Besides the fun, it saved red points.

But, there was one group of WPB men and Procurement officials for whom the parties became a nuisance. WPB men went because they were suspicious of Army officers who might be there; Army officers went to watch WPB. For both groups, it was a monotonous hotel dinner in the same company as daytime work; going meant finding baby sitters and using gas.

One company's bill was running into thousands of dollars a month when a WPB tipped the top executives. A new Washington repsentative was appointed with instructions to experiment with fewer dinners. The company did neither better nor worse after its expenses were halved.

The appointment of a representative to shave the hospitality of a company, in a way, was rather typical. Every big company feels itself under restraint. It fears columnists and Congressmen. A buffet for 350 at \$10 each was estimated, in a well known column, to have cost \$25,000 and the appropriate inferences were drawn on why so much was spent. The smaller companies treat most generously when the money is flowing.

Washington's fun-and-frolic became a way of life, and therefore a routine. For a Government official who in fact wanted to save on meals, it would have been possible during the war to arrange for so many free ones per month; an official who wanted, as many did, to stay home, often had to allow for a fixed minimum of dining-out time. There was the routine of company men, evidently hired primarily to handle parties, who always invited each other. Among the continual guests, comparisons of ABC Corp. with XYZ Corp. banquets were as standard a part of conversation as the banquets themselves.

These affairs became an institution without particular purpose; they didn't corrupt; it's well established that they provided no hotel cutbacks for the organizers, some of whom, however, might have padded the costs; it would be hard to show that they influenced any decisions.

Mass and Class

Affairs fell sharply into two groups: mass and class, the crush and the intimate dinner. There was no in-between, or scarcely any, and for a good reason. If you invited more than a handful, it was hard to know just where to draw the line. It was easy to select six, or without much selection, to invite 600.

A great party might be run for the employees of some given agency. The first step was to insure the presence of the agency head and along with him, if possible, one or two big shots, Generals, Admirals or Cabinet members, for example. They were there as drawing cards for the small

(Continued on page 150)





BABIES . . . are their business — these young-marrieds who're next door to being babies themselves. Ruth and Edward Wenner are causing hospitals to rise up and call them blessed because of their Wenner way of feeding babies. . . . A couple of years ago Ruth and Ed started their new business: sterile baby formulas delivered to the hospitals' doors. They had plenty of consumer resistance to buck but the babies won for the Wenners. They throve on Wennerfodder and now the Wenners are thriving, too. Both Wenners are ex-service . . . Ed, who has a B.S. in chemical engineering, ran a small department store before he went into the Air Force as a navigator. Ruth, who calls Ed "the brains," was a Wave lieutenant while Ed was in the Air Force. She says her own first baby provided the impetus for perfecting the Wenner formulas. She didn't like making messy formulas, decided it could be done on a production basis-formulas, not babies. . . . Here they're being awarded a plaque from L. S. Merrill, Borden's western regional manager. It reads: "The Borden Company Achievement Award to Baby Formulas for their outstanding contribution to the infant formula industry." On page 90 you'll find the complete story of Baby Formulas.

They're in the News

BY HARRY WOODWARD

EVERYTHING'S SHIPSHAPE...

provided it's protected with Valspar. And A. P. Barberi, who's Valentine & Company's new general sales manager after three decades of selling the company's paints, would like to show you his 42-foot, twin-engine Chris-Craft cruiser, all spit and polish—and Valspar. Naturally, for a man who's spent his entire business career with Valentine, nothing but Valspar will ever touch its gun'l's...

Valspar will ever touch its gun'l's...

The boating-mad Mr. B. is a New York City product who spent his first four years with Valentine "inside," learning everything he could about over-all operations. In 1924 he was allowed to get out and make or break himself as a trade salesman. He distinguished himself as a man of resources and from there on in it was plain sailing. Up he went, to field sales manager, assistant sales manager of the Chicago branch and sales manager of Eastern Trade Sales. When Valentine split the eastern and western divisions into six trade sales divisions in '35, Barberi was the bo'sun who got the berth of trade sales manager. He'll continue to supervise all trade sales activities and look after the marine, automotive refinishing, fleet and maintenance and industrial business. And on Sundays you can generally reach him somewhere on Long Island Sound.





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THE TABLE-TURNER . . . who hit Pepsi's spot, is tall, dark and handsome Harry Chesley, Jr. After a matter of months with the company (as general manager of the Western Division) the tireless Mr. C.—product of Maryland's Eastern Shore and grandson of Dr. W. F. Gunsaulus, founder and first president of Armour Institute—is now Pepsi's vice-president in charge of sales: He'll handle national accounts, chain stores, industrial outlets, military business and special events—"any-

thing that attracts a crowd." Harry Chesley—de luxe equipped with a sense of the ridiculous and the ability to fall on his face and come up clutching a four-leaf clover—went to work for Swift and Co. after Chicago schooling. Then came the depression—and a bigger job. Pabst Blue Ribbon lured him away from Swift and Chesley brought home the bacon. When war came he was Pabst's national sales promotion manager. He went to war as a Second Looie, came back a Lt. Col.—Assistant Secretary of Air Staff, a member of Gen. "Hap" Arnold's staff and the General's aide-de-camp, to boot. Postwar, he and an old Pabst buddy took a Pabst franchise for Oakland-East Bay Area, made a hell of a good thing of it. Pabst thought so, too, bought the franchise back at a fancy figure. So Harry got off the brewery wagon, leapt on Pepsi's bandstand. He's married to a Maryland gal, has two boys and is willing to part with a year's supply of his product to anyone who can supply him with a nice house in the N.Y.C. area.



SEPTEMBER 15, 1950

"MATCH ME" . . . If you handed the challenge to Albert W. Stompe he'd probably whip out a nickel instead of a light. He's that new to his job. Nevertheless, Al Stompe is now a leading light in the match-making business: He's The Diamond Match Company's newly-elected vice-president in charge of sales. To take over the job he's resigned as general sales manager of the Marathon Corporation, is packing up in Menasha, Wis., to begin Big City living in New York. That's quite a haul-for big, quiet Al Stompe has been with Marathon since 1927, most of it spent in the green, be-laked stretches of Wisconsin. . . . Mr. Stompe has been a member of the executive committee of the Paper Napkin Association and, for several years, he's been a member of the board of governors of the American Paper and Pulp Association. One of his most consuming interests, outside of office hours, has been the Northeastern Wisconsin Sales Executives Club. He's been its president. It is sending him East, knowing he'll help keep the ball rolling around the NYSE Club.

TUNE IN

THE MOHAWK SHOWROOM



STATION WXXX 0:00 P.M.
CHANNEL 0



print of its TV star, Roberta Quinlan, to Magnavox and, presto! It showed up in a promotional piece which Magnavox sent out to announce its new Biltmore television set.

THEME AND VARIATION: Mohawk Carpet's catchy theme song on its TV program is exploited in newspaper advertising copy tieing in with each night's program. Mohawk sent a

Mohawk Carpet Points the Way To Better Merchandising of TV

Has the glamor of promoting your product on television blinded you to the need to follow through with the kinds of sales tie-ins which have made advertising in other media such solid successes? Here are practical ideas.

Success stories galore have been written about the selling power of television, and from the way most advertisers are scrambling for time on the TV networks, these stories must carry weight. However, once the initial selling wave is past, ad-

vertisers must have some sort of planned program ready if their TV advertising is to have any continuity.

One advertiser, Mohawk Carpet Mills, Inc., Amsterdam, N. Y., has met the problem of continuous selling via TV with excellent results. Mohawk has always been faced with several advertising problems peculiar to a floor covering manufacturer. Because a carpet is such a large and relatively expensive item, most consumers wait about two years, according to surveys, before purchasing; thus, direct sales results of advertising are difficult to trace. This, plus the fact that some regions have particular differences in taste, buying season, and living habits complicate the advertising picture.

Mohawk had grown in the years preceding the war, and continued its growth immediately after the war, maintaining its position as one of the "Big 3" on the wool floor covering scene. Advertising for the most part had been devoted to magazines, with the primary objective of impressing the brand name on the buying public. That this was being done was not questioned; however, with the advent of the post-war housing boom, Mohawk officials felt that some hard selling was in order, H. P. Hildreth, Mohawk advertising manager, took stock of the situation in the fall of 1948. Magazines were getting the brand name across, and Mohawk's Advertising Department provided dealers with local promotion. Further expansion was needed so George R. Nelson Agency was commissioned to write a series of musical jingles, provided free for dealers' use on local radio stations. These helped, but the picture was incomplete. This was the situation when TV stepped in.

Mohawk had been watching the growth of the new medium with increasing interest, and the commercial possibilities of color TV for a carpet manufacturer were not to be denied. Mohawk officials also felt that the publicity value of television at this time—the way it captured the imagination, and the resulting great advantage for any advertiser-was of great importance. This, plus the fact that most of Mohawk's wide variety of styles and patterns could be shown more fully, swayed the decision in favor of video.

Mohawk then went shopping for a show. Out of the many ideas and programs submitted, Mohawk chose to venture along a proven path, and picked a 15-minute musical variety show. In May, 1949, "The Mohawk Showroom" went on the air, with Morton Downey and Roberta Quinlan (then just beginning to climb) alternating five nights a week on the NBC television network. Downey was selected because of his name value, and to bring the show initial recognition; Quinlan, because she was a young star on her way up and showed promise of developing into a top-notch property one day.

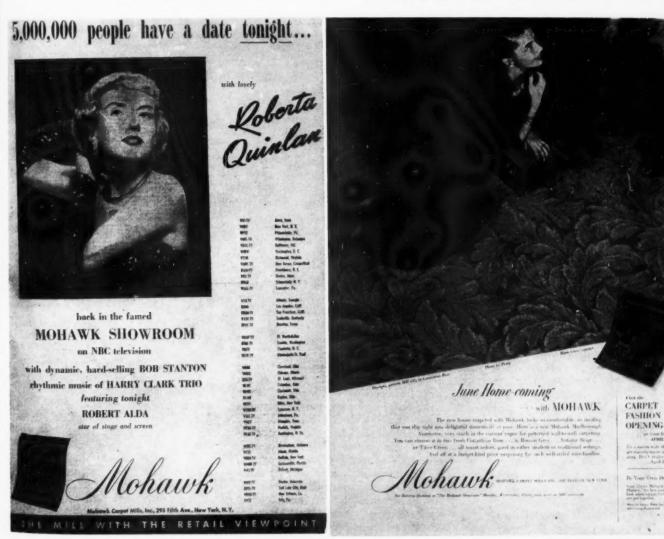
Mohawk merchandising at the show's inception was limited. Dealers in those areas where the program was to be telecast were notified, and publicity was confined mostly to Mohawk's trade and internal papers. Mr. Hildreth, and Assistant Advertising Manager Ted Aber foresaw, however, the time when the show would lose its novelty aspect for the public and dealers alike, and began to plan a merchandising campaign.

As the "Showroom" expanded into more and more markets, the desirability of such a campaign became apparent - especially in those TV areas where more than one outlet was available. So, in the fall of '49, the

campaign got underway.

At the annual national distributors convention in November, Mohawk men and Mohawk distributors were given an idea of what was to come

TELL THE TRADE AND TELL CONSUMERS: Mohawk doesn't leave it to chance for its dealers to learn about its TV program. Trade ads (left) tell the story. A line in regular magazine copy (right) directs attention of consumers to show.



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when convention speakers dealt extensively with TV's part in Mohawk's advertising and sales plans. Having accomplished the initial objective, the carpet firm felt the time was ripe for the second step. In December Mohawk went on the air three times a week, instead of the previous five, holding on to what has now become a very valuable time franchise. Roberta Quinlan was starred, and Mohawk expanded its outlets across the nation. Regular merchandising plans were utilized. Mohawk's dealers in television-covered areas were bombarded with letters from Mohawk, the network, and the local NBC station. Mohawk sales management informed the large field sales force, and all Mohawk distributors were kept up-to-date on the latest news in television. The "Pow Wow," Mohawk trade magazine with a circulation of 35,000, played heavily on the TV theme.

Promotion Is Planned

Then conferences followed, with ideas for merchandising aids and promotions flowing in from almost everyone knowing about the TV show. Finally, some rough sketches and samples for a TV promotion portfolio were made up by Mohawk's art department. Mr. Aber gathered them in a bulging briefcase, and took off for a tour of all major Mohawk TV cities, meeting key dealers and stopping at Mohawk distributors and at TV stations themselves to spread the word on Mohawk merchandising, ask for suggestions for improvement in materials and methods, and talk to the men who would put into use the forthcoming material.

Next came weeks of feverish activity while the approved material was being printed and made ready for distribution. Mr. Hildreth had caused quite a few eyebrows to be raised when he announced his original intention of regarding television as a local medium; however, subsequent developments proved him right at least in Mohawk's case.

All of the promotional material was run off-and there was plentyfor use by dealers and stations in each territory. This meant that each piece of material was imprinted with the station call letters, time, and days of the week that the show was telecast in that particular area. Naturally, this involved a good deal of expense other than the normal cost of making up merchandising aids, but Mohawk feels that it has more than paid off in increased dealer use of these aids and awareness of the show.

A complete television promotion

portfolio was made up, capitalizing as much as possible on the increasing publicity and popularity for Roberta Quinlan; wherever possible her picture was used. Two other program ingredients were utilized: the Quin-lan theme song "Especially for You" was made to order for merchandising, and "Especially for You" was incorporated into as many of the promotional items as possible. One of the jingles prepared by the Nelson agency, originally intended for use as a spot transcription, was found to be suitable to open and close each program, and had been in use since the show's beginning. Catching on quickly throughout the country, "Carpets from the Looms of Mohawk," with its authentic Indian music and catchy beat, was being re-peated by young and old alike, and soon became a show trade-mark. That phrase, too, was easily incorporated into merchandising displays.

The portfolio itself included, in addition to the usual mats, etc., glossy photos and biography of Quin-"As seen on" signs, a complete schedule of the different types of carpets to be shown each night, dealer mailings, etc. Mohawk contacted all major TV set manufacturers, offering to provide pictures for use in TV screens appearing in the manufacturer's consumer advertising, and large blow-ups of Quinlan for use as masks over the screen of actual TV sets. Care was taken to correlate all activities with NBC and with TV stations, so there would be no duplication and wasted effort.

TV Plus Merchandising

Because most TV advertisers up to that time had been content to let video alone carry the sales ball, Mohawk was virtually pioneering in large-scale TV merchandising. TV station promotion managers were kept informed of the merchandising program, and were supplied with material whenever needed . . . thousands of colorful postcards, imprinted with the individual station call letters, were sent out to stations for mailings, for example.

Traveling window displays, using a life-size model of a TV camera, have been on the road for over a year now, and are booked solidly through spring of 1951. In addition, Mohawk made up small folders, to be distrib-uted to the "Showroom" studio audience as a souvenir of each program.

Nor did Mohawk neglect its other media in merchandising its program. Advertisements in business papers and consumer magazines, slugs in Mohawk national advertisements and small mats for insertion in dealer newspaper advertising were used.

When Mercury Records signed Roberta to a recording contract, Mohawk quickly bought 2,000 copies of her first recording—"Buffalo Billy" for shipment to its distributors and dealers for promotion to local disc jockies. In promotion of this record, Mohawk co-ordinated with Mercury, NBC, and Laurel Music Co., the publisher of "Buffalo Billy," in a three-pronged drive to increase sales,

Right now, the work continues, More displays and aids are planned, and every possibility, no matter how remote-appearing, is investigated. At this writing, Mohawk television had invaded over 50 markets, and each had its own merchandising program and custom-made aids through Mr. Hildreth's insistence on TV as a "local" medium.

Has Paid Handsome Dividends

Has it paid off? Well, Mohawk seems to think so. "The great awareness on the part of our distributors and dealers," says Mr. Hildreth, "and the ever-increasing awareness on the part of the buying public seems to indicate that our merchandising program has paid handsome dividends." Mr. Hildreth is quick to point out, however, that actual sales results cannot be determined immediately because of the very nature of the product. Nevertheless, Mohawk, in showing the way toward real implementation of merchandising of television, believes it is getting full value for every one of the many dollars it spends on TV.

Curiously enough, Mohawk found some TV outlets to be almost indifferent in their promotion and merchandising, due possibly to the fact that they were-and in most cases still are-sitting pretty with advertisers clamoring for time to buy. The Crosley WLW stations activities are cited by Mohawk as an example of some of the fine, all-out merchandis-

ing help it received.

The secret? Mohawk believes it to be co-ordination — with the ulti-mate objective of bringing more benefit to the local retailer. "We want to make sure that we get our money's worth out of that one-minute commercial on each show," Mr. Hildreth. "We don't expect television to carry the full burden but you can say that we are very happy with 'The Mohawk Showroom' and what it has done for us." If there is a formula for success, it is this: TV plus merchandising equals sales. It looks like Mohawk has foundand applied-that formula.

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Toughest Sale I Remember



How to Hatch a "China Egg"

BY JOHN M. WILSON

In a small town not too far away from Little Rock, Ark., I had an excellent prospect in the hardware business. He seemed inclined to sign the order, but for some reason which I could not get him to reveal, he postponed doing so. He was listed as one of my best prospects, and periodically suitable advertising was mailed to him. On each subsequent call he was at the point of signing the order, but at the last minute he would say, "You will have to see me later."

This particular prospect intrigued me, and my endeavor to get his order became somewhat of a joke with my wife, but not with me. Every month when I needed an order to get a quota, I thought of him. Finally, I decided to learn whether I was "nesting on a china egg" by spending too much time with a prospect who was willing to talk but unable to buy, rather than spending my time with prospects who might be unwilling to talk but had the ability to buy. On my next call, my interview, as usual, ended the same way, so I gathered all of my material, put it into my portfolio, shook hands with the prospect and went out the door.

Then I returned and said, "As you know, I have made many calls on you because I have never encountered a merchant who needs our product more than you. During each visit you have indicated that you are inclined to agree with me regarding your need. I make my living selling cash registers; if I cannot sell a prospect who needs one as much as you, then it almost causes me to lose confidence in myself. If I promise never to call on you again, will you tell me the *real* reason why you have not bought? Have I said something that has offended you, or what? It will mean a lot to me in my future if you will please tell me the *real* reason why you do not buy."

The prospect immediately revealed a kind, sympathetic feeling and put his hand on my shoulder and said, "No, young man, you have not offended me. You are all right." So then I replied, "But please tell me the real reason why you have not bought." He hesitated and then confided, "I have a silent partner who is the cashier of the First National Bank, but we do not want anyone in town to know it, and I always like to talk such things over with him and I just haven't gotten to it."

I quickly explained that merchants often consult their bankers on such purchases, and that without revealing to the banker my knowledge of the relationship, I would be pleased to explain the system to him. The prospect readily agreed, with the result that I called on the banker. As I explained the system to him and showed the type of financial statement that it would provide, I noticed him beam with satisfaction, and I felt certain that if I had been able to read his thoughts they would have said, "This is the kind of information that I have been trying to get from that business for a long time." He telephoned the prospect and recommended the purchase.

I learned from this experience a lesson that I never forgot: that the most difficult prospect can usually be sold when his *real* reason for not buying is uncovered.

JOHN M. WILSON is vice-president in charge of sales. The National Cash Register Co., and director of Service to the Salesman of the National Sales Executives, Inc.



EWING GALLOWAY

Don't Hire a Salesman— Hire a Man & Wife Team

No matter how high a candidate for a sales job may score in tests and interviews, you are overlooking a crucial success-factor if you fail to have a serious talk with his wife. This article tells how to deal with her.

To his dismay and discomfort, many a sales manager has learned too late that his salesmen's wives can make or break them on the job.

Harry Johnson is a case in point. When hired, he had been carefully tested and interviewed. He seemed to be everything the sales manager wanted. He had the experience and background needed to make a good salesman. His appearance and manner were above reproach. He talked well and presented his points convincingly. However, after being put on the job, his sales did not measure up to what had been expected of him. In addition to that, complaints came in from the field that Harry had a

BY ROBERT F. BROWNE Senior Staff Member Robert N. McMurry & Co. chip on his shoulder. Everyone spoke about his defensiveness.

Finally, the key to the trouble was discovered. Harry's wife, Mary, it developed, was a difficult person to get along with. She never was satisfied with anything Harry did. His work kept him away from home too much. He didn't earn enough money. She needed more appliances for the house, in spite of the fact that Harry had just installed a complete new kitchen for her. He was behind in paying his bills (for things he had bought for her) and she was bothered by bill collectors. In short, everything was wrong. Harry heard about her troubles every night he was home. Naturally, Harry's work suffered.

The unfortunate part of this story is that Harry's home situation could have been recognized at the time he was hired if the sales manager had visited his home and met his wife. Too often, in the rush of employing a new man, the sales manager forgets that he must take into account not only the man but also his environment off the job. This includes particularly the influence of the man's immediate family, his relatives and others who are close to him.

Normally, a man's wife and family provide encouragement to him to do a good job. Often they can cheer him when he is depressed and can build up his self-confidence when he is discouraged. Above all, they can insure him a happy and peaceful home environment. Sometimes his wife may even relieve him of some of the burden of his work by helping him with his reports and in planning his time. But if his home is not a happy one, the new man may be seriously handicapped before he starts.

Every job has its frustrations and discouragements. If, added to these are discouragements and frustrations of a home life which is not congenial, the result is often only half success or an outright failure on the job. Thus a man's home situation must be evaluated, as well as his intelli-



It's so easy to use, too! Designed for extreme simplicity of operation combined with maximum efficiency. Finger tip tilt control, instantaneous framing and clear, needle-sharp focusing all combine to make Viewlex top choice for slide or filmstrip projection before sizeable audiences. The quiet and powerful, motor-fan model gives utmost protection and safeguards the life of valuable films and slides.



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EWEEK INC. . 35-01 QUEENS BOULEVARD . LONG ISLAND CITY 1, N. Y.

gence, experience, training, character makeup, motivation and judgment

before he goes to work.

Determining the probable effect of a man's home life on his job performance is not difficult. The technique is simple. It requires only an informal visit to the applicant's home to obtain information relative to three areas of his domestic situation. The family should be seen in the home because the employer sees everyone there in normal surroundings. It is difficult to evaluate the influence of the home without actually meeting the entire family group. Often individual members of the family (the mother, the father or various inlaws) play roles of critical importance. Then, too, they talk more freely when they are in familiar surroundings.

With the explanation that he "happens to be in the neighborhood," the sales manager, or any other company representative, visits the home to explain the job to the family. He gives them a brief description of the job and then invites questions. This, then, permits the family members to take part in the conversation. They usually are ready to do so. The role of the company representative is then to tactfully guide the conversation to those topics in which he is primarily interested. Most important he should be a good listener. His efforts to guide the conversation should not be obvious. Neither should he take any notes. He should appear to be only friendly and interested.

While the same type of interview can be held with the wife as a guest at a luncheon or dinner, findings usually are not so satisfactory. Other members of the family (including those who may be influential) are not present and the wife may be on her "good behavior." For example, one sales manager took a prospective salesman and his wife to dinner and was favorably impressed. Yet the man subsequently failed. Later the sales manager discovered that the salesman's mother-in-law lived with him and that she was the one who ran the family. Unfortunately, she liked neither the son-in-law nor his new job. Hence, his failure was almost inevitable.

Three questions should be considered when judging the probable influence of the applicant's home environment:

1. Who is the dominant person in the home? There are many men who appear to be towers of strength, but who actually are dominated by a wisp of a wife or some other demanding relative.

2. When the applicant is not the dominant member of the family, what is the attitude of the dominant person and other family members toward him? Many times a mediocre man has become a success in his field because of the influence of a strong wife who has stimulated and encouraged him. There are many other capable men who have "half succeeded" or failed because of negative influences in the home.

3. What is the attitude of the dominant person and other family members toward the job? If the family has a favorable attitude toward the job, this will go a long way to help the man toward success. If the attitude is unfavorable, it will start him on the road to failure.

The first problem, then, is to determine who is the dominant one in the home. If it is not the applicant,

"Every purchasing agent wants to gain the most value for the money he spends, fears to use cheap products yet is tempted to do so to save money, and is egotistical enough to believe that his present methods of purchasing are the best that can be developed."

> "Successful Salesmanship" by Paul W. Ivey

it may be any one of several persons. It may not be his wife. It can be his mother or mother-in-law or some other member of the family. A first clue to this may be found in the tendency of one or another in the. group to dominate the conversation. The basic question is: Who seems to run the family? Other clues may be found in answers to such questions as these:

Who controls the family finances? For example, one applicant revealed that he merely endorsed his check and gave it to his wife. She, in turn, gave him an allowance. He never knew how much money they had, what they owned or even what it cost them to live. His comments: "My wife is a good manager. She can handle our finances better than I can.'

Who has the major use of the family car? One wife explained that her husband could have the car but one day a week. This was because she was studying painting and needed the car to get out into the country to find landscapes. Another husband had little use of the family car because his wife belonged to four bridge clubs. These met weekly and she needed the car to get to the meetings,

Who decides where the family vacations are to be spent? This is best illustrated by the ancient wheeze about the man who said, "I wanted to go to the lake but my wife wanted to go to the mountains. So we compromised and went to the mountains."

As may be seen from the foregoing examples, dominant characteristics are not usually difficult to detect. Evidences are legion. The dominant person is usually the most strongminded and makes most of the major decisions relative to what the family members are going to do. Dominance in the home by some one other than the applicant is not in itself harmful. It even may be helpful if he is not particularly strong. However, the employer should be concerned about the attitude of the dominant person toward the applicant and toward the job. If it is friendly and helpful, it can be extremely valuable to the man and to the employer. If it is not, the outlook for both may be very dim. Even if the applicant is the strongest person in the home, the attitudes of the others toward him and toward the job will have some effect on his success in the work. In consequence, it is always important that these attitudes be ascertained.

The next step, therefore, is to determine the attitudes of the other members of the family (including those of the dominant person if it is not the applicant) toward the applicant. This is accomplished by observing how family members act toward the applicant and by encouraging them, especially the dominant one, to talk about the applicant. For example, one wife confided in the company representative that her husband never had been a success at anything he tried. On the other hand, another wife explained that there were few problems that she and her husband could not solve when they worked as

There are a number of varieties of domestic situations and relationships which may cause trouble. This is by no means a complete list, but it provides an idea of some of the conditions to watch. Persons of the following types, whether they be wives or other family members, and particularly if they happen to be the dominant ones in the home, can be productive of tension and conflict which will be disastrous to any salesman's morale. Hence, their recognition is imTo the sales executive
who hopes advertising can
help him meet the demands
of his top management

As profit margins shrink, your Management is faced with two main problems that affect profit survival:

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Cut production costs Cut sales costs

They may or may not do all on Number One that you think they could do. But one thing is sure. They will expect you to figure out how to get orders at lower unit sales cost.

That calls for keen discernment of the difference between expenditures that *add* to unit sales costs and expenditures that *reduce* unit costs.

Some of the things that *add* to unit sales cost are: unnecessary travel and entertainment; time and effort spent in making unprofitable calls or following "leads" that lead nowhere; advertising that aims at the wrong people or fails to use the strongest appeals.

On the other hand, money spent for advertising that increases the order-getting power of your salesmen, individually and collectively, *reduces* unit sales costs.

"Ditch-Digging" Advertising that sells by helping people buy is such advertising.

"Ditch-Digging" Advertising takes its cue from the

interests and problems of your most likely prospects. Then it rolls up its sleeves and digs for sales.

It multiplies the circulation of your best sales story to the right people in the right ways at the right times with the right frequency—and at the lowest possible cost.

It reduces the salesmen's need for travel. It increases their chances of making more sales calls count. It prepares their way for closing more orders by doing some of the pre-selling "telling" in print.

This agency specializes in applying the principles of "Ditch-Digging" Advertising to the selling of products that require pre-purchase deliberation on the part of the buyer. We know what it takes to sell by helping people buy such products. We know how to make advertising an integral part of the sales operation, by assigning to it those *informing* and *reminding* parts of the selling job that can be done most effectively and most economically by direct mail, publication advertising, booklets, catalogs, bulletins, displays, sales presentations or other mechanical means of transmitting ideas and information.

We're set up to quickly relieve you and your advertising department of as much of the work as you wish to delegate. If you're located east of the Mississippi and would like to discuss the possibility that a "Ditch-Digging" Program might help you fulfill Management's demand for more sales at lower unit cost, we'll be delighted to hear from you.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N.Y. • LExington 2-1790

Reg. U. S. Pat. Off.

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY"





perative. The most common types are:

The Constant Critic: No one ever has been able to please this type of woman. She criticizes everyone and everything. She is particularly critical of her husband. He doesn't do his work right; if he did, he would earn more money. Nor can he drive a car properly. Didn't he almost hit that big truck? He dresses sloppily, too. His friends always look so neat by contrast. She criticizes constantly, shrilly and emotionally. There is no defense against her criticisms because they are usually groundless.

The Spendthrift: She is the woman who cannot resist a "bargain." She buys the article whether she needs it or not. Some wives of this type have an inordinate need for status, which they satisfy by expensive purchases. With others, purchases have a punitive character. They constitute indirect attacks upon the husband in a most sensitive spot: his pocketbook. Others are like children. They see something they want, so they buy it. Consequences are secondary. Regardless of her motivation, the spendthrift places an intolerable and unceasing burden upon the unfortunate man who must support her. It is not surprising that it often adversely affects his work.

The Morally Irresponsible: This type of wife sometimes forgets that she is a married woman with a family and moral responsibilities. If perchance her husband travels, she may stray on the Primrose Path. One company representative was invited by such a wife of one of his salesmen to "come up some evening while my husband is away." Her husband had previously nearly lost his position because of his frequent surreptitious trips home to check up on his wife.

The Careless Homemaker: This type of woman is the one whose home always looks like the proverbial rat's nest. Housework is the last thing in the world she wants to do. Her hardworking husband comes home at night to find her wearing the same soiled wrapper she had on when he left in the morning. The sink is still filled with dirty breakfast dishes. That home environment is not productive of good employe morale.

The Enjoyer of Ill-Health: A woman of this type often can break even the best of men—because whatever he does is wrong. If he sympathizes, he seems to accentuate her symptoms. If he doesn't sympathize, he is a beast and a heartless wretch.

For example, one wife was subject periodically to violent headaches. Oddly, these headaches occurred only when her husband was about to take a business trip. As a result, he made very few trips and his work suffered accordingly. Since hypochondria is essentially a neurotic symptom, any attempts to deal with it by appeals to reason are bound to fail. Any man so unfortunate as to have a person of this character in his home is likely to be seriously handicapped.

The Whiner and Complainer: An individual of this type differs from the Constant Critic in that her complaints are general and are not directed against anyone or anything in particular. She whines and complains unceasingly. Typical is the wife who spends the entire evening complaining about the weather, schools, the grocer, etc.

The Over-Suspicious: Some women are excessively suspicious. They suspect everyone of having ulterior motives, of being basically dishonest. Not infrequently included are their husbands, their husband's superiors, and their employers as a group. Characteristic of a woman of this type is the wife who calls her husband's superior to inquire if her husband's assignment out of town "is really a business trip?" Since these suspicions are actually symptoms of mental illness, there is little a man can do to combat them.

The Martyr: The martyr is the woman who lets everyone know how much she sacrifices for her husband and family. She never is vindictive; she is merely plaintive. She never fails to emphasize how bravely she bears her burdens. No one understands her problems; no one appreciates her sacrifices. However, in spite of it all, she has no "complaints." She just suffers. Like the woman who enjoys ill-health, she is proof against retaliation. Whatever her husband does is wrong. A few years of this and most men seek solace either in the bottle or with a blonde.

The Social Climber: A woman of this type can cause a great deal of trouble, particularly if her "climbing" demands that her weary spouse attend social functions which last half the night, depriving him of much needed rest. Women of this type are status-minded; they want to "keep up with the Joneses." This may cause difficulties for the husband, including keeping him constantly in debt. The effect on his work is invariably bad.

The Over-Solicitous "Mother":

Probably the worst influence is that of the woman who treats her husband as though he were still a baby instead of being the breadwinner of the family. She "mothers" him into failure. She is concerned about his every move. If he is passive and dependent, she accentuates these traits in him. If he is inclined to self-pity, she makes a slobbering cry-baby of him in short order. One wife of this character not only convinced her husband that he was not "understood" by his boss, but boasted that she had telephoned the boss and told him so, too.

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Unfortunately, the foregoing list is not exhaustive. However, it does provide clues to relationships in the home which will almost guarantee failure in a salesman. Naturally, these conditions do not always appear in pure culture. They often appear in various mixtures and combinations, all of them bad.

Attitude Toward Job

Finally, the company representative should determine the attitude of the family, especially that of the dominant person, toward the job. Even though the family's and the dominant person's attitudes toward the applicant are favorable, the applicant may prove to be a poor risk if these favorable attitudes fail to carry over to the job. To determine their attitudes toward the new job, the family and the dominant person are encouraged to talk about the job at length. They are asked to indicate the kind of work the applicant should have. Special effort is made, in an informal manner, to elicit any objections they may have to the work.

Among the more common objections to a position is the belief that it will lower the family status. In one instance, upon being asked what she thought of a job selling household appliances door-to-door, the applicant's mother (the dominant member of the household) replied, "I would rather see my boy on a garbage wagon emptying slops than going door-to-door selling appliances like a common peddler." Needless to say, since she—not he—was the dominant person in that home, her son did not get the job.

Or it may be believed that the job has other seriously undesirable features, such as too much travel, inconvenient hours, inadequate pay or the possibility of transfer to another location. One wife explained that if her husband had to be away from home over night, she would not consent to his taking the job because she was

afraid to spend the night alone. Another woman made it clear that if her husband were to be transferred, even though it meant a better job, she would refuse to move. Where such attitudes exist, it is better to discover them before the decision is made to hire the applicant.

After a visit in the applicant's home, the company representative is ready to judge the probable influence of the man's home life on his job success. To what extent is the applicant master in his own home? Who actually is the dominant person in that home? Is it the applicant? His wife? His mother? Who runs the family? Will the home environment be one that will strengthen and encourage the applicant or is it one which may lead to discouragement and ultimate failure? What are the attitudes of other members of the family, especially those of the dominant person, toward him and toward the job? Finally, will the family, particularly the dominant person, continually sell him on the merits of the job? Or will they criticize and disparage it until he decides to leave to seek a position which they will accept more readily?

The home interview is the final step in a planned procedure for the assembly of relevant facts about the applicant. It must be preceded by a thorough interview to evaluate his technical qualifications, his character makeup, his motivation and his judgment, and by telephone checks with previous employers and schools to learn how the man has performed. These procedures often provide clues to his home life which can be followed up in a home interview.

While it is recognized that a visit to the home is time-consuming and may require diplomacy on the part of the company representative, it frequently pays large dividends in the long run. Not every applicant, regardless of his sincerity, has a true insight into his home situation and its implications for his job success. In fact, particularly in the more unfortunate situations, conditions may be so bad that he is unable to face and accept the reality of his plight.

Because so much is at stake in the employment of a man for most sales positions and because his home conditions may have a determining influence on his success, it behooves the alert sales manager to evaluate this phase of the applicant as thoroughly as he does his technical and personality qualifications. If a man's home environment will cause him to fail on the job, it is better to learn this before rather than after he is hired.

Never underestimate the power of a woman over a man's success on his job!



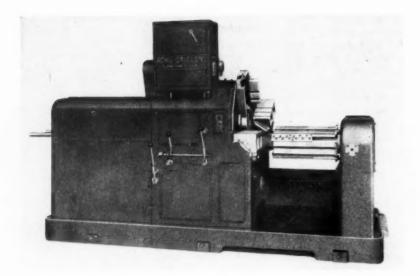
This beautifully illustrated book is used by many of America's leading corporations to solve gift problems. YOU will find in it luxurious, impressive fruit gifts for important customers and prospects; gifts for employees; and "budget" gifts for more general giving. Each is excitingly colorfuldramatic, delicious, appreciated-and REMEMBERED. Mission Paks are taken home for enjoyment by the entire family. It's easy to give a Mission Pak-no shopping, no wrapping, no mailing. Simply order from the natural-color catalog and the gift is delivered by Mission Pak. Safe delivery and satisfaction guaranteed.

Typical of hundreds of letters from business givers:

"We wish to advise that our customers indicate the Mission Pak boxes we had ordered sent to them for Christmas were "Out of this World." They all have had the highest praise for them. Thought you would appreciate having this favorable report."

Mr. P.O., South Bend, Indiana





If We Made It, Would It Sell? How Our Prospects Told Us "Yes"

Before National Acme put its proposed new bar machine into production, it sent salesmen out with "spec" sheets to see if the designer's dream stirred cost-conscious prospects. Result: Actual sales on the new model came easier.

While our new single spindle bar automatic machine was still a glittering idea in the mind of an engineer... we knew where the market for the product lay... we knew what technical performance the potential customer expected of the machine... we knew approximately how many single spindles we would sell during the first year of production... we knew where we would sell them.

Thus many problems associated with the introduction of a new product were reversed. First, we found the market; then we built the product.

There is common-sense reasoning behind this procedure. In the good old days a manufacturer of production machines might spend large sums of money to develop a new product. Too often he found himself with a fine, new model which everyone admired, but no one bought—because no one needed it.

A year and a half ago when we believed there was a need for a new single spindle, we decided to study the potential market before we spent up to \$40,000 on experimentation. We decided to do the job ourselves

because our salesmen were familiar with the market which was to use the new machine.

During that year and a half our salesmen talked to hundreds of people who possessed the older type single spindle automatics. They stated our proposal in this way:

"If we develop a machine that could do your work, do it faster, cheaper, with less labor cost and less floor space—if we produce such a machine, would you be interested?"

Complete Layout

Our salesman backed up this query with a tooling layout which included the number of pieces produced per hour on a specific job with an older type machine as compared with the production speed of the proposed new machine, a comparison of floor space required, speeds of operation, man-hours, etc. Included, too, was the cost of the proposed new model, and the length of time it would take to pay for itself.

We guaranteed all figures.

We found one of our old customers making seven and one-half pieces per hour with one of our older models. We told him our new model would make 75 pieces per hour. We found that each of our older machines was attended by one man. We told our customers that one man could run two or three of our proposed new machines.

To our question "Are you inter-

To our question "Are you interested?" many of our contacts answered "Yes." This response of course was not an order—but it was a foot in the door, so to speak.

When the machine was built we sent an announcement to all our contacts, and invited them to our Cleveland plant to see the model in operation. The response was very good.

When we finally placed advertisements in 18 business publications we had already reached some of our market. Results from this advertising were excellent. Our advertisement included a coupon which the prospective buyer was invited to mail to us. We're still receiving them. Each person who responds receives additional information on our new product, and his name is added to our mailing list. Each request for a catalog is promptly filled.

Each branch manager receives copies of the letters when they are concerned with his territory and customers. Each salesman, in turn, calls on these prospects. If we do not have

BY R. R. RHODEHAMEL General Sales Manager, The National Acme Co.

Dictation is EASIER

with AUDOGRAPH

AUDOGRAPH dictation costs less!

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"push-button"

convenience!

Every business...SMALL and LARGE ...can save money, time...increase individual and office output every day of the year!





• Stop waiting for anybody or anything ... pick up the microphone and talk, while ideas are fresh ... while you're in a mood for getting things done!

With AUDOGRAPH dictation, action is instantaneous! No jockeying to "ready" your machine for dictation . . . no arms to lift . . . no "positioning" of the recording stylus . . . no belt-stretching . . . no cylinders to break (with resulting frayed tempers). In short: no nonsense or preparatory abracadabra whatsoever! Just push the control lever and dictate!

For a quick release from the tedious and timewasting part of your work...for performance that cuts correspondence time in half, get the full facts on AUDOGRAPH today! The coupon will bring you the complete story...without obligation, of course.

Made by The Gray Manufacturing Company—established 1891—originators of the Telephone Pay Station.

AUDOGRAPH ELECTRONIC SOUNDWRITER

AUDOGRAPH sales and service in 180 principal cities of the U.S. See your Classified Telephone Directory—under "Dictating Machines." Canada: Northern Electric Company, Ltd., sole authorized agents for the Dominion. Overseas: Westrex Corporation (export affiliate of Western Electric Company) in 35 foreign countries.

TRADE MARK "AUDOGRAPH" REG. U. S. PAT. OFF.



284,000* SUNDAY CIRCULATION AND GROWING EVERY WEEK

 Blankets the great 8-county market of Western New York where more people live than in any one of 16 states ... and where retail sales are greater than in any one of 17 states. In selling this market of 1,400,000 your dollar in the Courier-Express buys greater impact on the families with more money to spend.

> It Gets Results BECAUSE

BUFFALO OSBORN, SCOLARO, MEEKER & SCOTT

It Gets Read Thoroughly.

* A. B. C Audit 9/30/49

Holder of Records -for time to come RISING IS RIGHT



Years of handling and constant usage -Rising No. 1 Index takes them in stride . . . without splitting or dogearing. Easy to handle, taking an excellent impression, and your printer's first choice for records-

Rising No. 1 Index

✓ White and four colors

✓ 100% rag

✓ 2 sizes

✓ 5 weights

WHEN YOU WANT TO KNOW . . . GO TO AN EXPERT!

ASK YOUR PRINTER ... HE KNOWS PAPER!

Rising Paper Company, Hausalanic, Mass.

a report on the salesman's talks with the prospects within six weeks, in want to know why.

That's how we built our marke for our new single spindle automati bar machines. And it all started som years ago when we decided to take our own medicine, to replace ou own obsolete production machine We've learned that's the only way stay in business.

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. . . and a Haircut, Too

Dr. Pepper is investing \$150,00 in black and white advertising newspapers, color comics and posts board space to promote its new both cap. In addition, the company has the griddle a \$30,000 prize contest 2,311 prizes, top prize a trip to Ho lywood with a part in a movie. Point of-sale material includes 3-color by tle riders, window streamers, wa tear-off cards and string hange adaptable to window mounting. Con test rules are available through tail outlets.

The Dr. Pepper Bottling 0 Chicago, distributor of Dr. Peppe recently tested a small-scale sample idea with surprising results. At the suggestion of Ruthrauff & Rya Inc., an arrangement was made with the Harding barbershop, Chicago, two-man operation, to give a small boy who got his own "new to in the shop a bottle of Dr. Pepp during a period of 10 days.

Tony Urso, one of the barber says the shop averaged "about? haircuts a month" for small boys.

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Without any advertising or profi tion, the word spread among neigh borhood kids. In those 10 days youngsters showed up to get time mings and free bottles of Dr. Pe per—a rate of 210 a month. At cents a trim, the shop's kid busin jumped from \$5 to \$54 for the day period.

Dates & Places for Sales Confabs

The National Sales Executives and its affiliated clubs again provide the setting for the exchange of profit-making ideas.

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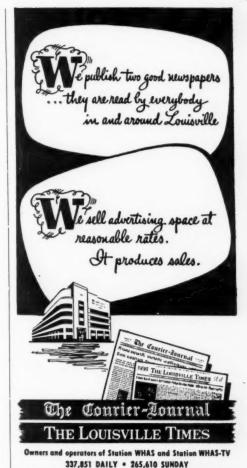
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San Bernardino, Calif.	Rally	Sept. 22
Boston	Training Clinic	Sept. 25-29
OCTOBER		
Beaumont, Tex.	Sales Rally	Oct. 2, 3
New Haven (Hillhouse H. S. Auditorium	n)Training Clinic	Oct. 2-6
Springfield (Trade H. S. Auditorium)	Training Clinic	Oct. 9-13
Montreal (Mount Royal Hotel)	Rally	Oct. 16
Norfolk (Center Theater)	Rally	Oct. 16
Richmond (T. J. High School)	Rally	Oct. 17
Rockford (Shrine Temple)	Rally	Oct. 18
San Diego (Russ Auditorium)	Sales Conf./Rally	Oct. 18
Washington (U.S. C. of C. Bldg.)	Training Clinic	Oct. 23-27
Worcester (Hotel Sheraton)	Sales Conf./Rally	Oct. 24
Chattanooga (Patten Hotel)	Sales Conference	Oct. 25
San Francisco (Fairmont Hotel)	Sales Conference	Oct. 26
Montreal (Mount Royal Hotel)	Sales Conference	Oct. 25
Columbus (Neil House)	Sales Conference	Oct. 26
Montgomery (Jefferson Davis Hotel)	Sales Conference	Oct. 26
Mobile (Admiral Simms Hotel)	Sales Conference	Oct. 27
New York (Roosevelt Hotel)	Training Clinic	Oct. 30-Nov. 3
Atlanta	Sales Conference	Oct. 30-31
Austin, Tex.	Sales Conference	Oct. 30-Nov. 2

THEN TOTA (MOOSEVEIL TIOTEL)	Training Chine	Oci. 30-1404. 3
Atlanta	Sales Conference	Oct. 30-31
Austin, Tex.	Sales Conference	Oct. 30-Nov. 2
NOVEMBER		
Chester, Pa. (Penna. Military Academy)	Sales Conference	Nov. I
Minneapolis (Nicollet Hotel)	Sales Conference	Nov. 2
Quincy, III.	Sales Conference	Nov. 3
Philadelphia (University Museum)	Training Clinic	Nov. 6-10
St. Louis (Jefferson Hotel)	Sales Conference	Nov. 9
Kansas City	Sales Conference	Nov. 10
Louisville	Training Clinic	Nov. 13-17
Albany, N. Y. (DeWitt Clinton Hotel)	Conference	Nov. 15
Toronto (Royal York)	NSE Board	Nov. 27-28
DECEMBER		
Dallas (Adolphos Hotel)	Rally	Dec. 29
JANUARY		
Boston (Statler Hotel)	Sales Conference	Jan. 12-13
Jacksonville (Seminole Hotel)	Clinic	Jan. 15-19
Montreal (Mt. Royal)	Rally	Jan. 15
Dallas	Clinic	Jan. 29-Feb. 2





REPRESENTED NATIONALLY BY THE BRANHAM COMPANY



- 27 Eye-Catching Color Designs

 ready for you to imprint with your sales
 message by any process typewriter, stencil, multigraph, mimeograph, letterpress, lithograph, etc.
- Cost Approx. % c per Card

Attention-getting as mailing cards, business reply cards, etc. Mail first class for only 1c. Send now for prices and 27 FREE SAMPLES showing the color designs!

	Mail Coupon Now!
1	KUPFER PRINTING COMPANY
1	505 So. Jefferson St., Chicago 7, Illinois
-	Sure! I want to add punch to my post card
1	mailings. Send the free samples.
	Firm Name
	Address
1	CityZoneState

11-Year Record of

	1939	1940	1941	1942	1943
Aldens, Inc.					
Montgomery Ward & Co.	474,882,000	515,910,000	632,708,000	635,006,000	595,932,000
National Bellas-Hess, Inc.	3,861,000	3,349,000	4,140,000	5,730,000	9,722,000
Sears, Roebuck and Co					
Spiegel, Inc	52,860,000	53,477,000	56,738,000	40,915,000	27,827,000

How to Sell Through The Mail Order Chains

1. How big are the mail order chains as a market, and how did they get that way?

BY JAMES C. CUMMING* Vice-President, John A. Cairns & Co., Inc.

Only 20 years ago Lew Hahn, who had just announced the formation of the Hahn Department Stores (now Allied Stores Co.) was interviewed by *Time* magazine." He pointed out that dry goods retailing had never come into its own as Big Business. It was still, at its largest, made up of individual department stores, small chains and mail order houses scattered about the country.

"But," said Mr. Hahn, "retailing will become Big Business. Some day we will see a retailer whose annual volume reaches a billion dollars."

For its day that was as bold a statement as the prediction that some day a man would run a four-minute mile. Prominent retailers were quick to challenge it. And no wonder! As late as 1936 the biggest single retailer of them all, Sears, Roebuck and Co., was celebrating its 50th anniversary. Careful plans were laid and every effort was expended to push the volume that year over the \$500,000,000 mark. Did they make it? No! They fell short by \$3,000,000.

Ten years after Mr. Hahn made his billion-dollar prediction Sears did succeed in reaching the half-billion dollar mark, and in 1945 Mr. Hahn saw his prediction fully realized when Sears' sales reached \$1,045,-258,000. Today Sears' volume is running over two billion a year.

That makes Sears, outstanding example of the modern mail-order chain, not only the world's largest retailer, but one of the six largest businesses in the world, rubbing shoulders with other important names such as A. & P. (also a retailer, but specializing in foods) General Motors, U.S. Steel, Standard Oil (N.J.).

Largely because of its huge size and its position of leadership, we hear far more about Sears today than about any of the other mail order houses. David L. Cohn's excellent book, "The Good Old Days," is based on leisurely brousing through old Sears, Roebuck catalogs. The New Yorker did a profile on the late A. C. Roebuck who helped to found the company. Last fall Collier's published a series of articles on "The Life and Times of Sears, Roe-"Catalogs and Counters, a definitive history and analysis of Sears by Boris Emmet and John E. Jeuck was published this spring by The University of Chicago Press.

In these and other books and articles you must have read much of the folklore of Sears. You probably know that the business really had its inception when Richard Sears, sta-

tion agent at North Redwood, Minn., received a shipment of watches addressed to a local jeweler. The jeweler refused to accept them, and Dick Sears wrote letters describing the watches to his fellow workers up and down the line of the Minneapolis and St. Louis R.R.

The letters sold the watches, and opened the door of the mail order business to Dick. He ordered more watches, then gave up his railroad job and moved to Minneapolis to establish the R. W. Sears Watch Co. Soon business was so good that he moved again—this time to Chicago. There he hired A. C. Roebuck to repair the watches that came back from unhappy customers, and soon the firm name of Sears, Roebuck and Co. appeared on the catalogs.

Sears had an enthusiastic personality that gave his associates many a sleepless night. There was the time for example, when he saw a man's suit advertised by a Chicago store, and decided to put it in his catalog—at a much lower price, of course. Soon orders began to pour back, and Sears started to look for a manufacturer who could make the suits.

Merchandising Genius

Fantastic as this happy-go-lucky way of doing business may sound, in this case it turned out beautifully. It led directly to Julius Rosenwald who made the suits, became interested in the possibilities of the business, and eventually supplied the merchandising genius that built the foundation for the Sears, Roebuck of today. The modern Sears operate 632 stores plus its mail order plants.

To the manufacturer looking for new and important markets, on the other hand, Sears is only one of a number of mail order houses with which he should be thoroughly acquainted. Montgomery Ward & Co., for example, might get almost as much publicity as Sears if its head.

^{*}This is the first of a group of six articles by Mr. Cumming on selling to the mail order houses. The second article, to appear in SM for October 1, will deal with buying personnel and buying routine.

Mail Order Sales

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70,553,000	110,577,000	125,188,000	134,622,000	132,777,000
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Sewell Avery, did not make a definite effort to keep his company out of the limelight. Yes, you saw that classic picture of Mr. Avery when the soldiers carried him from his office at the time of the Montgomery Ward strike, but you don't see many general magazine articles about Montgomery Ward.

Deliberate Planning

And yet Ward is the oldest of the mail order houses. It was started in 1872, 14 years before Sears. Furthermore, its founders, A. Montgomery Ward and George R. Thorne, deliberately planned to organize a mail order business, whereas the astonishing thing about the growth of some of the other mail order chains is that they seem to have had volume—and success—thrust upon them almost in spite of themselves.

From its beginning in a room on the fourth floor of a downtown Chicago building, a room that held only \$2,400 worth of merchandise, Ward has grown to the point where in 1948 it too joined the ranks of billion-dollar businesses. It has 647 retail stores plus its mail order operation.

Meanwhile, other important mail order businesses were growing up. Chicago Mail Order Co., specializing for years in women's ready-to-wear, was the stepchild of the business. Then in 1944 it took on new management, changed its name to Aldens, Inc., started buying a few retail stores, added home furnishings lines and began to move right ahead. Sales in 1938 were \$24,073,000. In 1949 they totaled \$68,918,480.

Spiegel, Inc., moved from \$52,-000,000 to nearly \$135,000,000 in the past decade. This company is now operating, in addition to its mail order business, 20 department stores, 9 home furnishings stores, 73 fashion stores, 4 children's wear stores, and 54 auto supply stores under the name of J. & R. Motor Supply Co. And

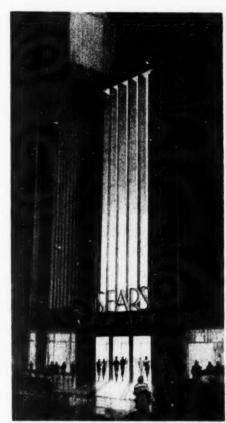
National Bellas-Hess, Inc., came back from bankruptcy to build a volume of more than \$33,000,000 and a solid profit position.

At the same time two mail order giants, The Robert Simpson Co., Ltd., and The T. Eaton Co., Ltd., were growing up in Canada. Eaton started in 1869 as a small retail store in Toronto, but in 1884 a 32-page catalog was issued and the mail order part of the business was started. In 1905 the company opened its first branch store — in Winnipeg. Additional stores were opened in Montreal, Hamilton, and in many other Canadian cities during the late 1920's, It has 52 stores and 221 catalog order houses across Canada, distributes 3,000,000 copies of its main catalog, and sells in the neighborhood of \$60 per head of Canada's population. Simpson and Eaton between them do 40% of all the retail dry goods business done in Canada. Eaton's annual volume is about \$700,000,000. Simpson's sales are not announced.

The history of these giants of distribution is interesting to you, as a manufacturer, only in that it shows an important trend of retail business. If this trend continues, and there is every reason to believe that it will, more and more business will go to mail order houses. This is a trend that no manufacturer can ignore.

Therefore, let's have a look at the sales figures. Here they are, for the past 10 years or so, from all the mail order houses that publish their sales. See tables above.

The manufacturer who sells any one of these mail order chains achieves national distribution instantly. When he sells to Eaton or Simpson he covers Canada as well. It all sounds like a natural, but many manufacturers are extremely hesitant about selling them. They're afraid of being dominated, afraid of what their independent retailers will have



SEARS IS THE GIANT: Since 1939, from \$617 million to over 2 billion in annual sales.

to say about competition from mail order chains.

It's obvious, then, that before you consent or attempt to sell them you should consider your own plans and policies with great care. The mail order chain operation is different from that of the independent retailers you may have been selling in the past. They require special types of merchandise and different selling techniques,

In succeeding articles in this series we will discuss, from a manufacturer's point of view, the make-up of mail order houses and the steps you can take to get the best assurance of immediate and continuing sales.

WHOSE BUILDING MATERIALS SHALL WE BUY



THE greatest single factor of influence on buying decisions in the billion dollar custom-built housing market . . . Home Owners' Catalogs.

The most effective, most economical distributor of consumer sales literature to the greatest number of qualified home-planners... Home Owners' Catalogs.

More manufacturers' consumer catalogs distributed via Home Owners' Catalogs in 1950 than ever before —over 2,480,000!

See Standard Rate & Data Service for rates and complete data. Or write to

HOME OWNERS' CATALOGS

THE F. W. DODGE CORPORATION'S

DISTRIBUTION SERVICE

119 WEST 40TH STREET . NEW YORK 18 . NEW YORK

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

The Dynamic Economy. By Harold G. Moulton. Published by The Brookings Institution, Washington 6, D.C. Price \$2.00.

Author Moulton has used the device of a dialogue-in-play-form to tell the story of American industrial progress during the past century. In it he sets forth the policy requirements which he considers necessary for continued economic advancement.

Sales Promotion Handbook. By John Cameron Aspley. Published by The Dartnell Corporation. Price, \$10.00.

Mr. Aspley, well known for his "Sales Manager's Handbook," has used almost 1,000-pages to cover the sales promotion field in all its facets. He traces the beginnings of sales promotion, shows how to co-ordinate sales promotional efforts, provides help for salesmen in opening new accounts. Various sections are given over to such topics as sales promotional organization, the budget for sales promotion, sales promotional campaigns, sale leads and inquiries. Altogether, the book contains 40 sections and an appendix which tells how 221 companies spend their sales promotional dollars. There's a foreword by Herman W. Steinkraus, president, Chamber of Commerce of the United States.

100 Ways a Salesman Can Increase His Sales, By Charles B. Roth. Published by Prentice-Hall, Inc. Price, \$4.75.

Mr. Roth is a top-level sales counselor to many large corporations. He's put the fruit of his sales experience into this primer for salesmen. His material is bedrock: He gives good pointers to salesmen who want to improve their sales technique—for instance: "Whenever you hear a name, repeat it at once—that will help fix it in your memory. Use the man's name two or three times in speaking with him. Whenever you use the name, make a mental snapshot of the man. Write down the names of men you've met during the day." Author Roth also provides 126 actual ways to win customers and hold them; 45 tested plans for outsmarting your competition.

Yakima Valley Industrial Survey. By Axel E. Storm. Published by The University of Washington Press, Seattle 5, Wash. Price, \$1.00.

This excellent study was prepared for the businessmen of the Yakima Valley. It makes heavy use of maps and charts, deals with such basic factors as climate, soils, population and finance. There are sections on the dollar volume by kinds of businesses, retail trade, employment and payroll and business population. RESPONSE-ABLE! A WGAR-produced live polka program, "Polka Champs", brought an avalanche of 27,548 pieces of mail in a two-week period! That's proof of WGAR's popularity and pulling power! And 70% of these were official ballots picked up at a dealers'. That's WGAR selling power!

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EXCHANGING IDEAS with dealers. Through direct mail and personal calls on outlets, WGAR advises dealers of advertising campaigns on station, and recommends tie-ins, displays and selling methods to get greatest value from air schedule. And sales ring true with such follow through!

in Northern Ohio..

the SPOT for SPOT RADIO

Write for our "Six Billion Dollar Picture".

WGAR SPONSOR. The famous

A WGAR SPONSOR. The famous brother team of the Clark Restaurant Company, Mr. A. Y. Clark (left) and Mr. R. D. Clark (right) with Glenn Gilbert (AE) of WGAR. Since 1896, their 15 restaurants in Cleveland, Akron and Erie, have grown so popular that they now serveten million guests a year! Convinced that "today's children are tomorrow's customers", they have sponsored WGAR-produced "Fairytale Theatre" for over two years.

NOW AVAILABLE...a dinner hour sports round-up in a sports-minded town. Paul Wilcox, WGAR sportscaster, brings to Cleveland and Northern Ohio listeners the scores and sports returns of the day at 6:15 PM. If you want to score saleswise, ask for more information about Paul Wilcox and WGAR.

RADIO . . . AMERICA'S GREATEST ADVERTISING MEDIUM

WGAR...Cleveland...50,000 watts...CBS • Represented Nationally by ?dward Petry & Company

SEPTEMBER 15, 1950

59



We have a special problem out here on the West Coast because we're different—geographically and geologically. The Pacific Coast is a big area. It's broken up by mountains as high as 14,495 feet, and the marketing areas are far apart.

The great distances between markets, the mountains, the low ground conductivity—all make long-range broadcasting impractical. Yet Don Lee is the only network out here that does not rely on long-range broadcasting. Only Don Lee is especially designed for the Pacific Coast.

Only Don Lee offers a radio umbrella for each of 45 local markets—a local network outlet of the proper size to completely cover that market for the least possible amount of money.

Equally important, with Don Lee—and only with Don Lee—you can get radio coverage to meet specialized distribution requirements. You buy all *or part* of Don Lee's 45 stations to get coverage of all *or part* of 45 local marketing areas—with no waste.

LEWIS ALLEN WEISS, Chairman of the Board • WILLET H. BROWN, President • WARD D. INGRIM, Vice-President in Charge of Sales
1313 NORTH VINE STREET, HOLLYWOOD 28, CALIFORNIA • Represented Nationally by JOHN BLAIR & COMPANY



Of 45 Major Pacific Coast Cities

have stations of all 4 networks

networks

have Don Lee and 2 other network stations

have Don Lee and 1 other network station

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24
have Don Lee
and NO other
network station





On the Pacific Coast, about 14 million people spend 15½ billion dollars per year. Only Don Lee sells them where they live. And Don Lee sells them from their own local network stations with all the local selling influence enjoyed by such a station.

If you're selling Pacific Coast consumers (whether you're selling all or some), remember our specialized coverage. Use the *only* radio network especially designed for the Pacific Coast: Don Lee.

Don Lee Stations on Parade: KGB-SAN DIEGO, CALIFORNIA

For 18 years, KGB has served the people of San Diego County. Today, 183,830 radio families in San Diego County depend on KGB for tops in network shows plus local programming slanted to local preferences and needs. KGB is typical of the 45 stations in the Don Lee Network that serve over 99% of Pacific Coast families where they live, where they spend their money.

The Nation's Greatest Regional Network



SEPTEMBER 15 1950

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A Stock Broker Goes After The "Small Change" Market

Based on an interview with

H. T. BIRR, JR. . President, First California Co.

Investment houses are awakening to the fact that the "bigmoney" market is shrinking. They're beginning to think of ways to cultivate new classes of buyers. First California Company's "Future Fund" is typical of this new approach.

"For everyone who has \$2,000 or \$5,000 to invest outright, there are many who can and should invest \$50, \$100, or \$200 a month on regular schedule." This has been an obvious fact for many years to H. T. Birr, president of the First California Co., whose business it is to handle investment securities for investors.

But to very few of these individuals with a relatively small surplus over and above current expenses has it occurred to put that surplus aside for investment... to fewer still has it occurred to invest on a regular, planned basis. Consciously or unconsciously, men or women with \$50 or more over current needs imagine such small amounts are scorned by suave investment houses. That sort of thing, they believe, is for those with a slab of cash to lay down. Until recently, they have never been told, or sold, to the contrary.

Considerable Thought

Mr. Birr thought a lot about the situation: On the one hand there was a vast, untapped source of new business for his firm; on the other, there were countless persons who might be building for themselves security in the future if a plan were offered. "The problem," Mr. Birr says, "was how to get the greatest number of potential investors to become familiar with the securities market, while convincing them that it was not essential to have a big lump sum to start accumulating securities—and security."

Eventually, out of Mr. Birr's study of the subject a package plan for the new investor and the smaller investor was born. First California Co. started on May 1 of this year to

woo people who had never bought a share of stock or, if they had, they bought spasmodically and perhaps not too wisely. The package plan was called the "Future Fund." It was given to the company's 100 salesmen operating out of 22 offices, 20 of them in California, to be presented and sold. It was advertised in daily newspapers, over the radio, direct mail and by one or two other means. After only two-and-one-half months of effort it is showing gratifying results.

Simplicity Counts

Its big appeal to the inexperienced investor is its simplicity. In achieving this simplicity, and a forceful selling program, the company spent a year and a half clarifying detail to the point where to the greenest beginner such abstractions as "compounding capital" took on the concrete reality of so many shares of stock and so-and-so much "profit" to the investor in a given number of years of steady investment of a small amount,

Under the Future Fund plan the investor:

1. Starts his program for accumulating shares of stock with an initial investment of \$50, \$100, \$200, or more.

2. Continues the program by investing the same amount each month, or its equivalent at any convenient and regular interval.

3. Compounds his capital by reinvesting cash dividends.

In launching the Future Fund, First California Co. chose one stock—that of the Bank of America. However, Mr. Birr points out, it is applicable to any good stock, and if



"The problem was how to get the greatest number of potential investors to become familiar with the securities market, while convincing them that it was not essential to have a big lump sum to start accumulating securities—and security."—H. T. Birr, Jr.

INVESTIGATE

Future Fund

—A system of securing independent means by investing systematically, a little at a time, and multiplying resources by reinvestment of dividends, thus employing the self-building power of investment assets—compounding capital.

Historical Example of Possibilities; \$100 a most invested in Bank of America stock between July 1937 and Becember 1949, with each dividends reinvested, would have built for you a Fasture Fand of 1,738 shares, now worth approximately \$50,000 and returning an independent income of \$2,033 a year.

Any foreighted person who can space \$50 or \$100 a month or more will profit by reading the circular which explains how to build a Fixtua Fixtu in Bank of America work. May we give you a copy?

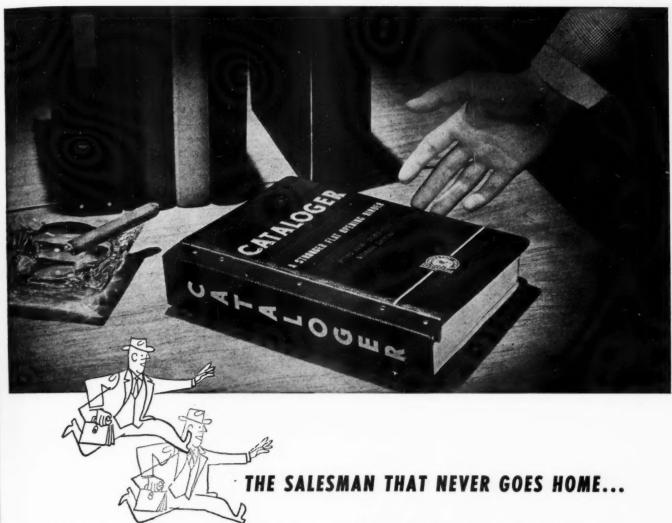
FIRST CALIFORNIA COMPANY

INVESTMENT SECURITIES

200 Montainney Street
SAN FRANCISCO

201 Offices Serving forestors to California and Nevada

WHO, ME? "Purchase securities with the \$50 or \$100 free cash I have left over after paying my living expenses?" Newspaper additional and paying my living expenses?" Newspaper additional some radio—are bringing First California's story to a new group of prospects.



This is your twenty-four-hour salesman, your catalog!

This is the salesman that misses no buses, doesn't oversleep, never heard of the Dodgers or television, is on the job all day, every day.

And it sells! IF...it has greater appeal than its competitor catalogs! IF...its outward quality matches the quality of its offered contents! Cover appeal in your catalog binder helps produce those sales. The catalog that's easy-to-use brings customer response... the catalog that's "right" puts quality in the customer's mind—and keeps it there.

Remington Rand's metal-hinged CATALOGER was designed, engineered to win customer approval, to offer the most in convenient handling and use, to put your message across effectively, to make it easy for your customer to buy.

CATALOGER opens flat, needs no help from hands or paperweights, holds up to 1000 pages securely and neatly, expands 75% to accommodate additional contents (from 2" minimum to 3½" maximum).

Contents can be transferred from ring binder to the CATALOGER without repunching. And you get full flat-reference, too. CATALOGER automatically expands when opened; its telescoping posts extend to present each page from edge to edge.

To give your catalog *identity*, use CATALOGER—it's the *right* binder for the job. Our "X-Ray" demonstrator—"Cover Appeal for Sales Appeal"—shows 204 different cover designs and fabric combinations. You "see" your binder before you put out a penny!

It will pay you to ask about CATALOGER... or have our representative "X-Ray" your binder problems. Takes only ten minutes, or less, and there's no obligation, of course.

Just call the Remington Rand office near you, or write to Systems—
Photo Records, Management Controls Division, Room 2376A, 315 Fourth
Ave., N. Y. 10.

Remington Rand
THE FIRST NAME IN BUSINESS SYSTEMS

This is "SIGHT-SELLER," the brand-new display binder with the built-in easel. No set-up time, no snaps, no fold-overs. Sits up and takes orders, or, lies flat as this_______!

Copyright 1950 by Remington Rand Inc.

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Calispects. the plan is successful it may eventu-

ally be extended to other stocks.

"We chose Bank of America stock," Mr. Birr says, "because of its popularity in the territory where we operate; because the West is growing and the Bank of America, bound up with that expansion, is growing with it, and because of this stock's remarkable record during the twelve and a half years it has been on the market." The bank has 160,000 shareholders, over 100,000 of them in California, which probably gives it something of a record for mass appeal.

Basic Terms

The essential terms of the Future Fund are as simple as the plan itself:

1. Minimum initial or subsequent

payment, \$50.

2. Only full shares are purchased for the Future Fund client. Any remaining cash is carried over by the company and added to the client's

next remittance.

3. Reinvestment of cash dividends is not compulsory . . . but strongly recommended for maximum results. Employed persons receiving their income from a salary, commission, or profits from a business or profession are not ordinarily dependent on dividends for current needs. While optional, they are told that the Fund investor's best plan is to reinvest dividends, "thus using the self-building power of their investment assets, multiplying their resources by reinvestment . . . compounding their capital." This is the selling approach taken by the salesmen and in all the company's advertising.

4. All shares accumulated for the investor are held by the company until requested by him. The reason for this is the belief, borne out by experience, that most investors prefer not to receive a certificate for one or two shares each month, but would rather have them accumulated for later issuance in round-figure denominations such as 25, 50, or 100 shares.

5. Prior to any annual or special meeting of stockholders, the company sends each investor a form on which he instructs the company how to vote shares held for his account.

6. No penalty is imposed if an investor fails to adhere strictly to his monthly investment schedule.

7. The investor does not contract to carry on his program for any specified term.

A 5% mark-up is charged.

When the plan was ready for presentation to the public the company sold it. first of all, to its own salesmen. This was done a month ahead of the plan's debut through a

series of nine bulletins, mailed on that many successive days to the 100 men in the territory. To have thrown it at them all at once might have resulted in it being put aside for future study - then forgotten. At the same time the daily bulletins were selling the fieldmen they were providing them with selling information they could use in presenting the Future Fund plan.

When they had received all nine bulletins they were provided with a selling tool: an eight-page, two-color pamphlet, graphically presenting the Future Fund plan. It does treble

duty in that it serves as:

1. A talking piece for the salesman, a visual aid for the prospect.

2. Something to leave with a prospect for future study and with a convinced client for a reminder of its

long-term benefits.

3. A mailing piece for direct-mail advertising and an informative piece to use in replying to inquiries from newspaper advertising or other queries.

Economy Scores

The salesman has the additional selling points of economy. The stock is sold to the investor at the regular market price. There are no additional or hidden charges. Ordinary routine stock handling by an investment house costs the investor about twice as much. Says Mr. Birr: "The First California Co. will not make any money on this plan until we win over a lot of customers.'

Display advertising in newspapers announced the Future Fund plan late in April and smaller space copy has appeared at intervals since then. Most of the daily papers serving the 22 cities in which the company has offices were used to tell the story, and in one territory spot radio announce-

ments were added.

To further promote the plan, the company has taken advantage of the craze for canasta. On the back of each card in two decks the words "Future Fund" and the symbol of the First California Co. are im-

printed in gold.

The boxes of cards are distributed among certain individuals influential in their communities. These individuals the company believes might be interested in getting news of the plan spread about by word of mouth. Within a short time after the launching of the plan 15,000 of the boxes had been distributed throughout the First California Co. territory. The individuals receiving the canasta sets already had, or were given, basic data on the Future Fund plan.

The idea was this: Persons using the cards would immediately ask, "What's the Future Fund?" Discussion is bound to ensue. There is no way of tracing specific results of this promotion, but the company believes that it helps to reinforce advertising in the community and the efforts of field salesmen.

It is two-and-one-half months, at present writing, since the plan was made public. Yet in that short time it has begun to show results. The company has opened new accounts as small as \$50 a month and as high as

\$2,000 a month.

"We are pleased with the response so far." Mr. Birr says, "particularly with the fact that some of our new clients are becoming our best salesmen. We have had instances of persons who have signed up for the plan giving us names of friends and relatives, some as far away as the South Pacific."

Time-Taker

The Future Fund is not something First California Co. expects to develop in a hurry. Mr. Birr says it probably will take a full year of operation before the company begins to break even, and that only volume over the years will make it profitable. For the company, too, it is hoped that the plan will be a "future fund," not only through building up over a period of time but because, through this means, a reservoir of new investors will be created, some of whom may later become major ones. Wage and salary earners and vounger persons with no accumulated capital will acquire familiarity with the investment market and confidence in the company with which it is doing business. The time may come when some of them will inherit or otherwise acquire large sums.

"Since they are already clients of ours," Mr. Birr says, "it is logical to suppose we should have the first opportunity to handle for them any additional business that might ensue.

In addition to attracting new small investors. Future Fund is attractive to investors of substantial means, the company has found. "Thus," Mr. Birr points out, "in addition to expanding the market of investors, we expand the service available to inves tors. In this way we place ourselve in position to do more business with present customers."

That both types of investors, once sold, are as enthusiastic over the possibilities seems to be evidenced by the fact that of those who have signed up so far, only one has subsequently

canceled.

MARKETING PICTOGRAPHS

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Planned by Philip Salisbury, Editor, and designed by The Chartmakers, Inc.

Less for Shelter than for Drinks and Smokes

It took 19 cents out of every consumer-expenditure dollar to keep a roof over our heads in 1909, but the percentage has gone steadily down until today it is only 9½ cents.

The shelter bill in 1948 (rents and equivalent expenditures of homeowners) was

\$15.9 BILLIONS

Here are the <u>relative</u> expenditures for the basic necessities:



FOOD

CLOTHING

SHELTER

Shelter takes second place to many other expenditures:

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ALCOHOL, TOBACCO, AMUSEMENTS

CONSUMER DURABLE GOODS HOUSEHOLD OPERATION

SHELTER

A great potential market exists for better housing—but it must be SOLD in competition with these other ways of spending.

Source Thomas S. Holden, Home-Owners Catalogs, in <u>Architectural Record</u> Sales MANAGEMENT
9-15-50



How to fill flour bins in Chicago

The Standard Milling Company of Chicago wanted to fill more Chicago Flour bins with Ceresota Flour. In scouting for a medium to uncover new Ceresota customers, Standard came up with a WNBQ television show, "Clint Youle — The Weatherman." Clint showed Chicagoans the worst about the weather and the best about Ceresota Flour five nights a week.

Putting television to a test, Standard of fered viewers a clothespin apron for twenty-five cents and a cut-out trade mark from a Ceresota Flour bag.

After only 13 programs, 7,567 quarter and trade marks poured into WNBQ...positive evidence of the *immediate* responsive ness of the television audience.

If you want to uncover new customers, why not make your own television test? You'll find, as hundreds of other advertises have already found, that spot television will sell more merchandise more quickly than any other medium you can buy.

	. Chicago
	New York
	Cleveland
1	Washington
	Hollywood
	hiladelphia
	. Boston
	Ibany-Troy

All these major market television stations are represented by:



NEW YORK . CHICAGO . CLEVELAND . SAN FRANCISCO . HOLLYWOOD

BUYING HABITS OF AMERICAN FAMILIES

A cross-section of American families was questioned on the purchases of household and personal items, with special emphasis on brand attitudes. The responses were segregated by (a) do not seek any particular brand, (b) buy any one of several brands, (c) always buy same brand.

Here are the ten leaders in each group:

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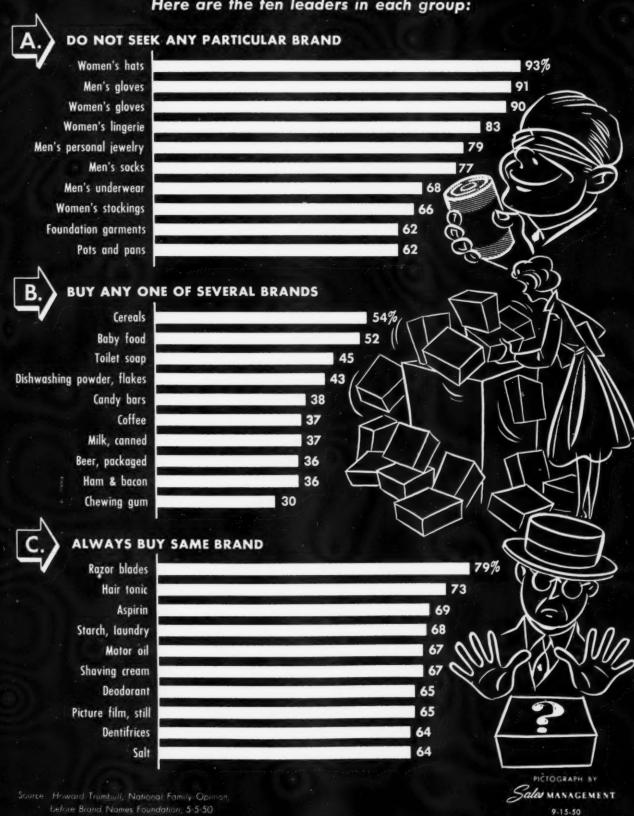
Boston -Troy

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Can you nameth

The things these men have done for you!

It is generally agreed that one of them discovered your country (Columbus, at left).

Hudson explored Northeast America, leaving his name on many waters, while Cook left you Hawaii as a playground!

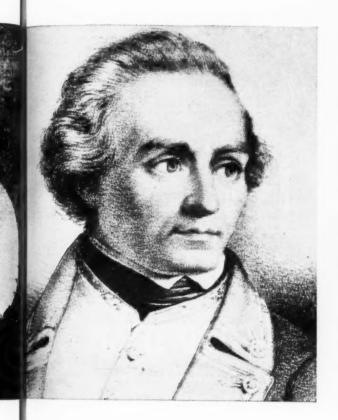
But despite the fame of these sea captains you very probably were familiar only with the remaining one.

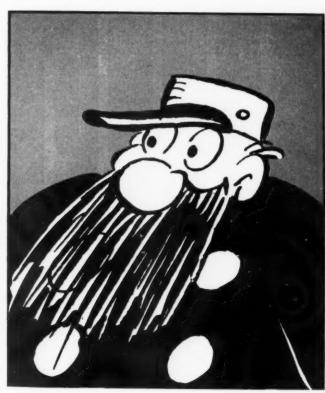
And Der Captain of Katzenjammer fame has accomplished all his deeds in one place...the Comics!

Is there any more graphic way of demonstrating the tremendous editorial impact of PUCK, the one national comic weekly? Doesn't it show how PUCK all-star cast of characters has woven itself into America's life...Jiggs, who "sold" corned beef and cabbage Popeye, who made spinach a top favorite; Dagwood who helped the U. S. Atomic Energy Commission of plain nuclear energy?

PUCK, The Comic Weekly, distributed with present Sunday newspapers, from coast to coast (plus its three advertising affiliates), reaches more than 18,000,000 adults (and their youngsters) in 7400 communications.

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KFS

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tratin munities where 83% of all retail sales are made.

Do you wonder that such products as Armour's Dial Soap, Old Dutch Cleanser, Kleenex, and many others pend millions of advertising dollars in PUCK, The Comic Weekly?

If yours was one of the many businesses that discovered that a *slight* drop in sales meant a *sheer* drop in profits, last year... perhaps you should carefully re-examine your traditional media selection.

Perhaps you'll want to see readership reports which that PUCK delivers 3 to 5 times more readers

per advertising dollar than top weekly magazines. The booklet "Getting More Out of the Dollar" explains PUCK's fabulous reader-attraction and tremendous sales impact. Send for it, today, on your letterhead.



THE COMIC WEEKLY

The Only NATIONAL Comic Weekly—A Hearst Publication 63 Vesey St., N. Y., Hearst Bldg., Chicago, 406 Hearst Bldg., San Francisco

SEPTEMBER 15, 1950

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TODAY'S DRUG STORE

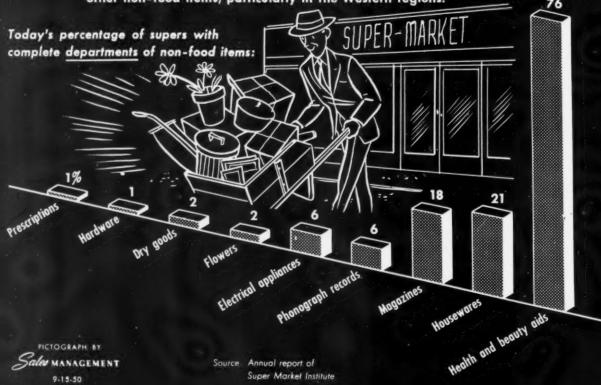
Drug stores are one of the few retail outlets where male traffic exceeds the female. The division is male 46, female 44, children 10.

DRUGS



SUPERS AS OUTLETS FOR NON-FOOD ITEMS

From their earliest beginnings the super markets have been important in cigarette sales; today the trend is toward the addition of many other non-food items, particularly in the Western regions.

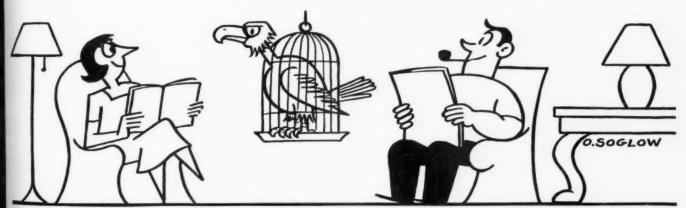




THE MONEY PAID OUT IN PAYROLLS



COMES BACK FAST WHEN YOU SELL TO



THE BIG-EARNING, FAST-SPENDING WAGE-EARNER MARKET

THROUGH

TRUE STORY Women's Group

TURN YOUR PAYROLL DOLLARS INTO HOMING PIGEONS

No other road to America's big-earning, fast-spending WAGE-EARNER Market offers you these advantages:

- You reach 8,575,000 women...young shoppers for nearly 30% of all wage-earner families.
- You reach 7,800,000 families—29.5% of all wage-earner families in urban America.
- 3. You reach an annual income of nearly \$30 billion.
- **4.** You reach this market at rock-bottom cost—as little as \$1.22 per page per thousand.

SELL THE FAST-SPENDING WAGE-EARNER MARKET AT ROCK-BOTTOM COST!

SEPTEMBER 15, 1950

HOW INDUSTRY BUYS

A 1950 survey among 1,249 individuals identified as active in responsible functions in industry, shows that industrial purchasing involves—at each stage—the group activity of appropriately qualified experts.

In the purchase of plant equipment, company preferences or policy in setting up the specifications restrict the choice to one make or supplier in 11.4% of companies, to two makes in 11.8%, while it's a wide-open scramble in 76.8% of companies. The picture is much the same in the purchase of materials: one make, 11.0%; two makes, 11.3%; unlimited, 77.7%.

Seven men or departments are most influential in the purchase of plant equipment and materials, and the following box-score shows the relative importance of the 5 leaders:

A PLANT EQUIPM Who is most likely to initiate project?:	ENT	OF SHEEKEN SPE	ATHE PROFES	STEERED ST.	S SET MANY	ENERGY S	SHACH	ANGELIA SING
Replacing old equipment	4	1	3	5	2	-	_	
Expanding capacity	1	2	3	4	25-	5	-	
Changing process	5	2	3	1	-	4	-	
Producing new product	1	4	5	2	-	3	_	
Who determines kind (not make)?	8=01	3	2	0.1	5	4	-	
Who specifies size, etc.?	-	2	1	3	5	4	-	
Who surveys available makes or suppliers?	10-0	4	3	2	5	-	1	
Who evaluates equipment offered?	n - s	3	2	1 1	- 5	· _	4	
Who orders?	3	2	5	4	_	-	1	

B MATERIALS Who is most likely to initiate projects—	/:	OF SHEETERS OF	ATHE HELL PROFE	ACTION OF STREET	& DET ME	CHAPTER S	ESTREET	RCHSWO
Taking advantage of lower prices?	5	2	4	3	(- L		1	
Changing to new product design?	10 — è 1	4	3	1	_	2	5	
Changing process?	_	2	1	3	-	4	5	
Producing new product?	5	4	3	1	-	2	_	
Who determines kind (not make)?	· -	4	3	1	_	2	5	
Who specifies characteristics?	_	4	3	1	_	2	5	
Who surveys available makes or suppliers?	0-0	3	4	2	7-1	5	1	
Who evaluates materials offered?	- 1	5	3	1	7-	2	4	
Who orders?	4	2	5	3		11-	1	

Source: "How Industry Buys", a survey made for Scientific American by Ross-Federal Research Corporation

Sales MANAGEMENT
9-15-50

Why Union Workers Sell Reynolds Wrap

Job security goes hand-inhand with effective sale of the product.

A sales crusade by production employes — more than 800 men and women who work in Reynolds Metals Co. plants—has been staged in Louisville, Ky., under leadership of officials of the Aluminum Workers Union Local 19388. After doing their daily shift at punch presses and other duties in the plants, they called at more than 40,000 homes, explained uses of Reynolds Wrap and left samples of the product. This service was performed on their own time and without additional compensation.

The idea was initiated by Matthew W. Davis, business representative of the union, in conjunction with Philip Farrell, union president.

Following enthusiastic approval by J. Louis Reynolds, details of the plan were explained to the workers in a



CRUSADING for Reynolds Wrap, these production employes pass Frank Weikel, director of labor relations for Reynolds.

special bulletin. More than 800 hourly workers were selected for the assignment. They were interviewed two and three at a time, given a suggested sales talk and indoctrinated with the idea.

"Our philosophy," says Mr. Davis, "is that the bigger and better and more successful the Reynolds Metals Co. is, the more job security we will have."

Frank Weikel, director of labor relations for Reynolds, who worked in conjunction with the union on the project, states, "This all-out effort by the union to demonstrate the value of Reynolds Wrap to the citizens of Louisville might be said to stand as a culmination of the splendid and practical cooperation which has long existed between our company and the Aluminum Workers."

in the

TROY, N.Y. CITY ZONE

you sell

*36,750 FAMILIES

with an average income of

*\$4,813 PER FAMILY

you get

99.8% COVERAGE

A.B.C. Circulation

44,865

at a cost of

16c PER LINE

* Sales Management

Provided Only By

THE RECORD NEWSPAPERS

- THE TIMES RECORD
- THE TROY RECORD
 TROY, N. Y.

When Your Trade Ads Make Calls Before . . .



. . . your salesmen hit the road, you'll find dealers opening up more time for demonstrations. Through coordination of trade ads, personal selling, and consumer advertising, Jacobsen has built a \$6 million dollar a year business.

The Jacobsen Manufacturing Co., Racine, Wis., and its subsidiaries, sell approximately \$6,000,000 worth of lawn mowing equipment annually, plus another \$1,000,000 in parts and equipment. Unit prices rarge from \$28.50, hand powered, to about \$3,500 for nine-gang, tractor-drawn equipment. As recently as 1920, power lawn mowers were practically unknown. The industry's sales were only about 5,000 units in 1937. Now, approximately 500,000 are sold yearly. A dozen years or so ago there were only six manufacturers; now there are possibly 150.

Jacobsen's two subsidiaries are the Worthington Mower Co., Stroudsburg, Pa., and the Johnston Lawn Mower Corp., Ottumwa, Ia.

"Because of the nature of our business we face some unusual merchandising problems," says M. J. Walker, director of sales. "For example, we had to complete our plans covering

sales and production for the period ending July 1, 1951, as long ago as May, 1950. Favorable weather this year created an extended demand for our heavy duty equipment and demonstrations by our salesmen. We started our selling season about July 15, booking dealer and jobber orders for the 1951 program. This means we were compelled to make a longrange forecast and stand on it for better or for worse.

"Consumer advertising means little to us during the latter half of the year and January and February because users of lawn mowers do almost all their buying in the spring and early summer. Dealers and jobbers, on the other hand, place orders in the late summer and fall and must have their stocks in, or where they can put their fingers on them, by the first of the year or soon thereafter.

"This means two distinct advertising campaigns each year: One is directed to dealers and jobbers, covering the last of the year, concentrating on business papers to get them to stock. The other is directed to the ultimate consumer, starting early in the year, employing national family and service magazines to move mowers out of dealer and jobber stocks. This has given us an unusual insight into the value of business paper advertising. Unless the dealer is stocked and ready to deliver, come spring, all the demand we could build up through consumer advertising would amount to little. The user could not get delivery.

"For that reason we look upon our advertising to the trade, of necessity placed in business papers, as the key to our year's business. We have made an intense study of business papers and consider them vital."

Illustrating the force found in the pages of the business press, Mr. Walker tells a story out of his own experience. It dates back to the closing months of the war and shows

M. J. WALKER
Director of Sales
Jacobsen Manufacturing Co.



A good place to clinch a sale

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When your advertising has sold a prospect on your brand, you're well on the way to making a sale...if you use Trade Mark Service to direct her to one of your dealers.

Trade Mark Service in the 'yellow pages' of the telephone directory gives the answer to the question that most prospects ask "Where can I buy your product?" This dealer identification plan presents the list of your local outlets under your trade-mark or brand name at the classification of your product. It is available across the nation...or in specific markets.

With Trade Mark Service you can turn prospects into customers...check substitution. That's the reason so many well known firms use it—you'll see their trade-marks in your own telephone directory.

Isn't it a good idea to put this sales guide to work for your product?

for further information, call your local telephone business office or see the latest issue of Standard Rate and Data.



how a product can be put over by

using business papers only.

The product Mr. Walker wanted to introduce had not been designed. The firm was unknown to the trade and although it was sound, it didn't carry a Dun & Bradstreet rating. Newspapers, service magazines and business papers generally refused to accept much advertising because of the shortage in white paper. His pleas for space fell on unhearing ears.

Finally he got the editor and publisher of an outstanding publication in the hardware field to listen. He explained that he wanted to buy full pages in every issue to promote the new product which would be available only after the end of the war.

Not Enough Space

"That's the wildest request I've ever listened to," said the publisher. "It is especially bad, coming as it does, when I am already in trouble with old, established customers because I do not have enough space for them."

Under pressure of anguished pleading the publisher finally broke down and contracted the space—but with this ultimatum: "If you don't come through and produce, I'll skin you alive and run you out of the country."

The company broke its first advertisement with a futuristic model to cover the fact that no one knew what the product was going to look like because it was in process of design. Space was finally obtained in other business papers and the product was promoted consistently. No consumer advertisements were used. Yet, there was a pay-off—and a good one.

An independent survey made some time later, without the knowledge of the manufacturer, covered a variety of products and asked dealers for their brand preferences. The survey was made before postwar production was rolling and this is what happened:

Dealers placed the product as third in a field of 21.

The first two preferences were for long-established firms in the industry. "And now I am with one of the winners of that survey," says Mr. Walker.

He cites this as proof that business papers can create a brand preference by dealers, for a product they never had seen, produced by a company they never had known prewar, and a company that had not received publicity for its war work. He adds: "I believe in business papers."

This does not mean, he is quick to say, that he in any way lacks faith in consumer advertising; he believes it is a necessity. The point he makes is that the power of consumer advertising would be largely lost if the consumer could not readily purchase the goods advertised; that to get volume sales, we must first get dealer acceptance.

"Until your dealer exposes your goods for sale there are no sales. The business paper introduces your goods and your salesman to your dealer. A well-prepared business paper campaign is a saving not an expense."

Timing is important. Consumer advertising for lawn mowers should be concentrated in spring issues of carefully selected publications; dealer and jobber advertising should be concentrated in the summer and autumn issues of hydrogen pages.

issues of business papers.

The Jacobsen Manufacturing Co. distributes direct to the dealer. The majority of its dealers are in the hardware, implement or garden goods trade. The company employs 20 full-time field salesmen, and they are not to be confused with manu-

"You can make more friends in two months by becoming interested in other people than you can in two years by trying to get other people interested in you."

> "How to Win Friends and Influence People" by Dale Carnegie

facturers' agents. Each salesman is equipped with a demonstration car and he carries samples. He books orders from July 1 to January 1 for spring delivery. Between January 1 and July 1 he gives sales training to dealers and their salesmen.

Grass cutting is far from the puttering, front lawn business many people may think it is. It goes into extensive operations on golf courses, city parks, air fields, school grounds, on the shoulders of well kept avenues and highways, and in cemeteries. Thus it enters commercial and professional use. The nine-gang Grass Blitzer, made by the Worthington plant, can cut as many as 350 acres in an eight-hour day. The Highway Ranger travels at cutting speeds up to 20 miles an hour, and in transit.

Inasmuch as sales of this type of mower (the federal government, states and cities being big buyers) may run into multiple units at from a few hundred to \$3,500 a unit, salesmen must be prepared to give dem-

onstrations and teach workmen to keep the equipment in operating condition, and take care of simple adjustments and repairs.

Often, especially in virgin territory, the company salesman scouts the prospect, demonstrates, and makes the sale. The order thus goes to the dealer who buys the piece of equipment after it has been sold. With one large piece of equipment sold in the community, the dealer then takes his prospects to see it at work. This sets up a chain reaction, one sale getting the next.

After that first sale the company salesman moves to another city or town and starts all over again, using the same method to convert the next dealer. It is a planned program and an investment in the future. Soon many dealers sell without the aid of

the company man.

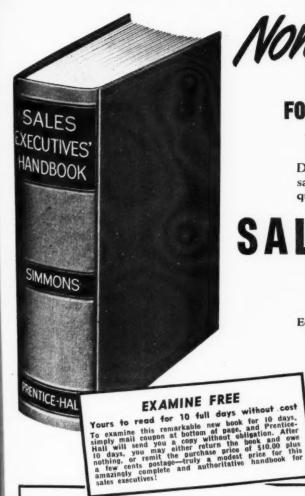
Population has far less to do with mower sales than one is likely to think, says Mr. Walker. Many people in crowded cities do without lawn mowers because they have no lawns to mow. In smaller cities and villages where people own houses and take pride in lawns, the market, per capita, is far better. Estate owners who live near large cities are among the best users, often buying capacity units, with power, that may run into several hundred dollars,

One cross-roads dealer in a spot too small to be listed in Rand McNally's highway guide, but near an estate-and-resort area, in two months last spring sold 22 power units to nearby residents. Chicago and New York City are the nation's poorest markets in relation to population. Because of this, Jacobsen management is working to develop a frontline attack made up of 10,000 widely scattered local dealers.

Company Subsidiaries

The Johnston Lawn Mower Corp., Ottumwa, Ia., a subsidiary, concentrates on smaller mowers, mostly for residential lawns. Its program calls for selling to wholesale jobbers only. The majority of them are hardware jobbers, though occasionally garden goods jobbers. The Worthington Mower Co., in Stroudsburg, Pa., manufacturing rotary mowers, sells direct to dealers.

Worthington gang mowers—and these run into the largest unit sales—are sold through 70 franchised dealers. For this operation the company maintains four special full-time representatives who assist in large equipment demonstrations, usually in larger cities and on the 5,085 golf courses in the United States.



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NOW... IN ONE GREAT BOOK!

ALL THE MODERN TECHNIQUES FOR SUCCESSFUL SALES MANAGEMENT

-straight from 20 of America's leading sales specialists

Down-to-earth, usable answers to over 3,000 practical sales problems! Covers completely every conceivable sales question you can run into

SALES EXECUTIVES' HANDBOOK

Edited by Harry Simmons, world-famous management consultant, and written jointly by 19 other leading sales specialists.

Here, for the first time, a single volume brings together the entire range of material the progressive executive requires to handle successfully every phase of sales management today.

Splendidly organized to put the best modern "how-to-do-it" solutions to thousands of sales management problems instantly at your finger-tips, SALES EXECUTIVES' HANDBOOK represents a history-making advance in tools available to the business world. The only compilation of its kind ever published! its kind ever published!

19 Sections—Written by 19 Top Men

SALES EXECUTIVES' HANDBOOK is composed of 19 big sections, each dealing with a specific sales management function, each compiled and edited by leading sales executives who have first-hand, personal, day-to-day knowledge tives who have first-hand, personal, day-to-day knowledge of the subjects they discuss. It thoroughly and concisely covers methods and techniques used by hundreds of great companies like Philco, R.C.A. Victor, Kraft Cheese, National Biscuit, Curtis Publications, Colgate, National Broadcasting, General Foods, Chrysler, Coca-Cola, and General

Complete—Practical—Authentic!

Tried and proven, up-to-the-minute answers to over 3,000 practical sales problems . . . 19 big sections spotlighting actual techniques now being used by top-notch, sales-leading firms . . . more than 790 pages packed with tested formulas for dealing with every important detail of selling in today's market.

Philip Salisbury, Editor
Sales Management Magazine, says:
"... reading this book is much the same as spending a couple of weeks with each executive, sitting beside him at his desk and observing the problems that arise and his method of handling each one."

The advancing executive cannot afford to be without the SALES EXECUTIVES' HANDBOOK. Send for your free-trial copy by mailing the coupon—now!

A few of the specific problems discussed in detail in this big book's 19 sections:

How to handle sales administration

How to plan and schedule both short-range and long-range sales operations; How to delegate important duties to assistants; How to establish sales budgets and quotas; How to hire and train your salesmen; How to review salesmen's reports and expense accounts; How to direct sales meetings and conventions.

How to handle sales budgeting

How to cut down all your selling costs; How to budget for district and branch offices; How to budget by trading areas, by seasonal periods; How to budget for current AND long-range operations...

How to avoid legal marketing pit-

How to stay within the Sherman Anti-Trust Act; Price discrimina-tion laws that affect your selling methods; Advertising allowances that you can use . . .

How to select and train your sales-

How to avoid high turnover in your sales force; 7 ways to get ap-plicants for sales jobs; 5 sure-fire methods for selecting salesmen from a group of applicants; 6 steps to follow in selecting your sales-men.

How to pay your salesmen

How to keep your payment plan simple and easy to run; How to provide an adequate income for each of your salesmen; 4 types of

payment plans—their advantages, disadvantages and specific uses; How to set up the most profitable plan for you . . .

How to run successful sales meet-

How to get interesting speakers for your men: 9 ways to get out the whole crowd; 17 specific ways you can wake up your audience; 10 ways to get your men to take part; 25 different ways you can put any point across...

How to build statistical sales controls

How to get the sales facts you need to increase your present profits; 8 vital answers you have at your fingertips; How you can consolidate all your selling records; How to sell sales controls to your salesmen . . .

PLUS whole sections on Successful Sales Promotion, How to Sell through Mail Order, How to Handle Export Selling, How to Sell through Fairs and Conventions, Effective Public Speaking, How to Build Good Public Relations.

OVER 3,000 PROBLEMS which face you from day to day-dealt with in plain language by top men of experience gives you tested or experience gives you tested formulas for dealing with every important detail of sales—pre-tested procedures that will bring you results! Mail coupon to get your free-trial copy, now.

FREE	EXAMINATION	COUPON
	market and a second	

Prentice-Hall, Inc., Dept. M-SM-950 70 Fifth Avenue, New York 11, N. Y.

Yes, please send my FREE EXAMINATION COPY of the "Sales Executives' Handbook." I will be free to keep it and use it for 10 full days without any obligation. At the end of the inspection period I will either send along my check for only \$10.00, plus postage, or just return the book and pay nothing.

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City		 Zone		State

Talk with Mr. Walker any length of time and he gets back to the subject of business papers. He says that some business paper advertising salesmen do a far better job than others.

"One business paper salesman made a lasting impression on me," he says. "When he made his first call I was sure that I didn't need his paper. More, I had never used it. I intended to give him a polite five-minute brush-off with the expended budget story, etc. He beat me to the punch by telling me our low spot in dis-

tribution and why his publication had the best distribution there, plus its features equaling or surpassing other publications in the field.

"He had made a careful study of our position and, I'm sure, didn't call on us by accident. He anticipated all my objections and had the answers, plus an idea for six color pages.

"The 'how' of business papers seems to be a very large subject. I believe a sales manager needs to have a real understanding of the various business papers in relation to their readership and the markets they

cover, and he should know how a particular business paper is used or read by the subscriber.

"Do readers glance at the big type or do they take the magazine home for study in the evening when they get their shoes off? The sales manager should know the magazine, its contents, and make-up. If he wants to dominate with his advertising in his particular product field, he should study the space size of his competition and decide the importance of his own space size, depending on the publication used.

"I am an exponent of large space with a hot message to the dealer or jobber, telling about the product, giving the reader sales ammunition, and creating an interest for the particular product for his resale at a profit. I'm not much interested in bragging about the national consumer advertising program or how many impressions we will make in our national advertising.

"We, as manufacturers, are all competing with other large advertisers in business and consumer magazines today, covering many industries. I recommend one good publication instead of several if the budget is limited. Pick the best one and hit

it hard.



"I believe that sales managers, advertising managers and agencies should treat business paper space with the same respect given to consumer advertising. All too often a fine and expensive consumer advertising campaign has fallen flat because someone forgot the business papers and the dealer education and promotion."

Mr. Walker tells of an experience he recently had on the West Coast. A sales organization told him that the company was not interested in his mower because its engine was different, unlike all of his competitors who used the same type.

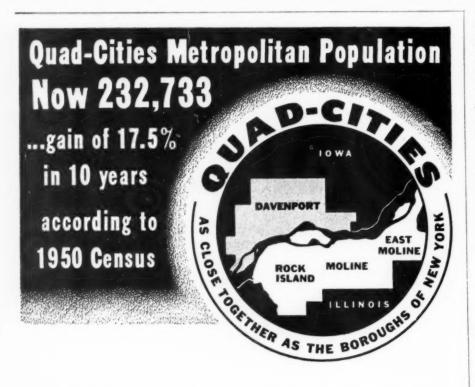
who used the same type.

"Ah," he replied, "That is just the point. Selling these other mowers, one against the other, the only sales argument you have is lower price or longer budget terms. Now with

ours . . ."

He proceeded with his sales talk based on the better engine, explaining its strong points and advantages. Said he: "Get something to talk about and you'll make the sale."

The company placed a liberal order and immediately arranged to have Jacobsen hold a sales meeting with its sales personnel to promote Jacobsen mowers. This year that company will feature the Jacobsen line.



Preliminary 1950 census figures for Rock Island and Scott counties show a total population of 232,733.

In 10 years this progressive metropolitan area has gained 17.5% in population . . . indicating top-notch sales potential for your product in the Quad-City market.

Only the Argus-Dispatch newspapers cover the ILLINOIS side where nearly 60% of Quad-Cities 232,733* population live.

*Preliminary estimates, 1950 census.

NATIONAL REP.: THE ALLEN KLAPP CO., NEW YORK, CHICAGO, DETROIT

ROCK ISLAND ARGUS and MOLINE DISPATCH The newspapers covering the Illinois side of the Quad-Cities

Coming: Better Industry Forecasts

How much will your industry's sales be? Your company's percentage? What raw materials should you lay in? How much labor to hire? A new Federal survey provides clues.

The sales chief of, say, a metal fabricating company is asked to forecast volume for the next several years. Top management needs his figures. It's a matter, perhaps, of building a new plant or, on the contrary, letting present plant run down and putting some of the upkeep money in the bank.

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The sales manager knows pretty well what percentage of the industry's business will fall to his company even if he and the salesmen loaf. He can also figure the percentage if everybody, day by day and year after year, stays in top form, if the advertising invariably brings forward sales leads, which, just as invariably, are converted into business. But how shall we calculate the industry volume?

Industrials Only

The Department of Labor, at the request of Military authorities, is now developing a new method for making such forecasts. The method won't work for a host of consumer products. especially those whose sales depend on the whims of buyers or, putting it the other way, the persuasiveness of the salesmen. It would be silent on markets for television sets and frozen foods. But a great deal of selling is to industry. Here, too, the method would be as useless in forecasting the inroads of a new invention as in forecasting the invention itself. But most industrial selling involves, not inventions, but standard bread-and-butter products-chemicals, rubber, fabrics. And here the method is at its best.

The metal fabricating company would get a preview something like this: Your industry sells mainly to machinery makers, auto makers, public utilities, textile plants, and railroads. Taking each of these in turn, their sales volumes depend on—and here would follow the market analyses for major customers. It would all wind up with a clear-cut statement: If national income is so much in the next few years, your branch of industry can be sure of a specified range of business. Moreover, if there's a war and a \$50-billion arms program or an end to the cold

war, you will do such-and-such.

The Government has a staff of 50 people collecting information from which such forecasts will emerge. Later machines will be put to work on problems routed to the Government from harassed sales managers.

The Government didn't get into all this through solicitation for mere businessmen. It's a matter of Military planning. Suppose, given a war, the Air Force decided that it needed -and quickly—a given number of planes and bombs, the Navy called for its quota of equipment and the Army for its guns, tanks, radar and uniforms. In the war that was fought, demands for these things collided in WPB where, after calculation and haggling that spilled over into Senate investigations, it was found that not all could be done at once. In Japan, our investigators learned later, the Military demands had been thrown with more bravado than forethought direct on the factories where they caused an industrial breakdown.

The Military wants to know what orders for its planes and other things would do to the coal industry, the rubber industry, leather. It wants to trace it all out, not just to suppliers of plane makers but to suppliers of the suppliers and so on until even those who make the lead pencils used by plant foremen and Government buying agents have been accounted for. Then, as the Armed Services pile their orders on, calculating machines will show if there's too much.

400 Industries

The method is as simple as its application is laborious. It starts with a vast chart listing 400 industries both vertically and horizontally, so that each crosses against all the others. Then, reading horizontally, you are shown how much a given industry sells to each other industry. This alone may show more than one sales manager some overlooked opportunities for his company. Vertical reading gives the industry—any one of the 400—gets its supplies.

The theory is this: Most of the

supplies a given industry needs are determined once you know its total output. The amount of steel that goes into an auto is fairly constant; so is the number of logs that become a given tonnage of newsprint. If you know the auto output, you know a good deal about sales of motors, of steel and several other products; in turn, if you know the steel output, you know something about coal sales.

Bit by bit the figures are matched. With 400 industries crossed against each other, the chart allows a maximum of 160,000 possible entries. Since, fortunately, no industry either buys from or sells to every other industry, the actual number of entries is much smaller, though still unmanageable without giant calculators.

When the chart has been completed, the Government will play with the figures. It will make believe, perhaps, that, with people buying in the same proportions as now, consumer expenditures double, and see what happens. It will pretend that there are vast shifts between hard and soft goods. It will experiment with greater building booms and collapses.

The charts will say something not only about markets, but also distribution costs—sales commissions excepted.

Military First

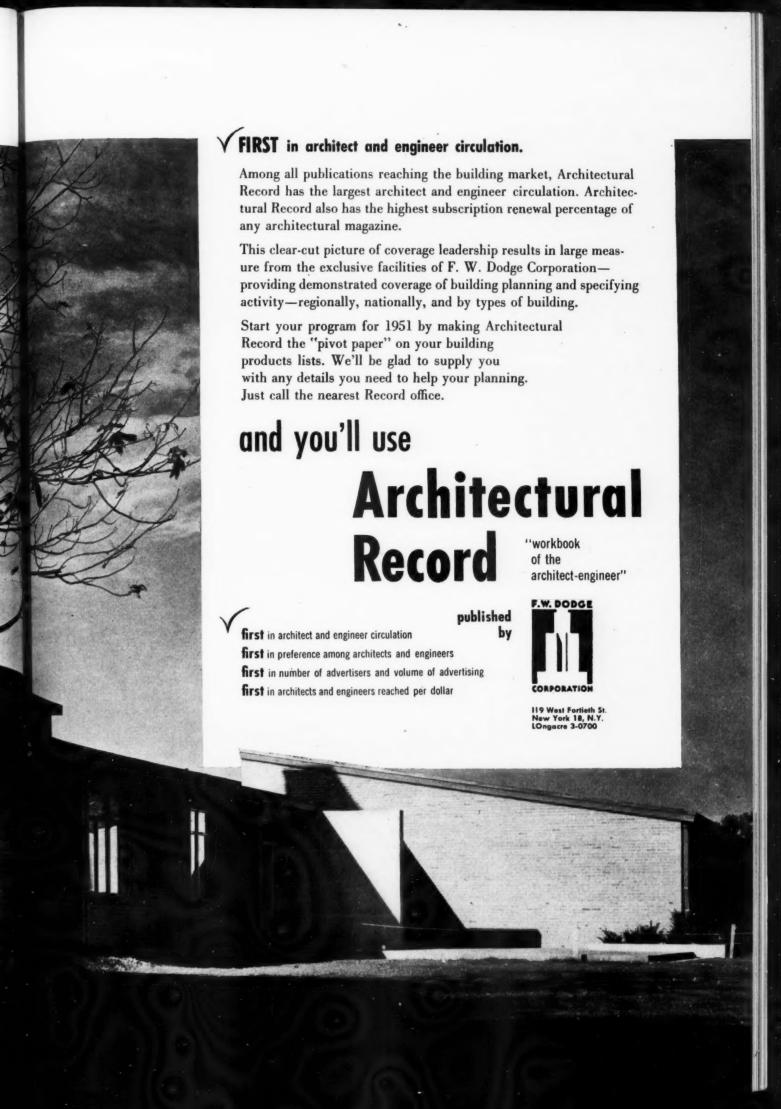
Although the work is being done primarily for the Military, it will be duly published for the benefit of businessmen. Depending on the kind of interest aroused, there may be special studies for particular industries that want to know more about their markets. At the first instance, the Labor Department will be interested, naturally, in its own constituents and so will make forecasts on markets for various kinds of labor skill. But once the master chart is public property, other bureaus with other interests will also use it. There is certain to be a wealth of straight marketing studies.

Washington experts don't think that company or advertising agency analysts, unassisted, will be able to squeeze from the chart all that it has to offer. It's too bulky. To calculate from it with mere standard office equipment and human intelligence is too much to expect. You'll need the giant calculators used by Government. But Government will gladly put the calculator to work for men with products to call

men with products to sell.

Look at the Record...





endorsements like this-

"Its complete and authoritative coverage of every phase of our economic affairs has proven of real benefit to me."

Tire company executive

spell for advertisers:

The Wall Street Journal's service to advertisers begins with service to

its readers. And The Journal's 261,580 readers

-located in every state and holding a wide variety of positions in all types of businessreadily acknowledge that usefulness!

24 different kinds of business were represented among only 35 of many recent statements from readers acknowledging The Journal's value. They were:

Agriculture Airlines Apparel Mfg. Apparel Chain

Metal Fabricating Mining

Paint Mfg.

Bearings Mfg. Box Mfg. Button Mfg.

Radio Mfg. Restaurant Chain Realty Rubber Mfg.

Food Whisng.

Sports Equipment Steamship Line

Housewares Mfg. Telephone System Television Mfg. Tobacco Mfg.

Insulating Mfg.

Jewelry Mfg.

Watch Mfg.

The Wall Street Journal is the logical, economical channel to reach America's businessmen. If you advertise to business, The Wall Street Journal should head your list.

THE WALL STREET

44 Broad Street NEW YORK

911 Young Street DALLAS

415 Bush Street SAN FRANCISCO

The Catalog Houses: In this issue SM presents the first of a group of six articles on how to sell through the mail order chains. (Page 56). The author is the same James Cumming who turned out an excellent earlier series on "The \$8,000,000,000 Textile Industry: Is It Ripe for Brand Name Promotion?"

This first article deals with the size and scope of the mail order field. On order, other instalments will cover, in consecutive issues:

- II. Whom to see to get started
- III. Promoting the sale of your product
- IV. Working with the retail stores
- V. Educating the retail salespeople
- VI. Mail order business as a supplement to department store volume.

Sales Training Ideas: On page 162, this issue, you will find a report on the plan developed by Trans World Airlines for training staff members who answer telephone inquiries . . . Coming, October 1: Chicago Editor Lester Colby outlines an effective technique used by The Formfit Co. to train retail saleswomen . . . and coming October 15: The story of a sales training program, handled entirely through bulletins-by-mail, that has produced measurable benefits for Belding-Corticelli.

Dynamic Thing

One of the insurance companies set aside half a day at a recent convention of a round table discussion on how to close a sale.

This session uncovered a wealth of practical ideas. The men found it stimulating because it came to grips with a bread-and-butter problem of selling every one of them faced every working day in the year.

Such training is immeasurably helpful so long as it doesn't lead us into a booby trap. When we isolate the close for purposes of study, we might tend to lose sight of the fact that the final chapter in a sale is only part of a process. Only if the groundwork has been properly laid, and each base in the sales-building routine has been touched, can effective closing tactics clinch the order.

In a mid-western clinic of sales managers a member of the audience asked Burton Bigelow, the speaker, how to handle the close. To which Mr. Bigelow replied: "I do not believe we can regard the close as something separate and apart. After all, a sale is a dynamic thing. A good close is only a climax to much that has gone before. The making of a sale is an integrated process."

All salesmen, it seems to me, would have less trouble in closing if they grasped this basic idea. At the same time that we recognize that the only practical way of refining sales technique is to break down the sale into component parts for detailed study, we must also recognize that each one of these parts has a place in an integrated sequence.

Every step of the sequence must be taken, even though there are occasions when some one of the parts can be touched upon only lightly or omitted entirely because it has been accomplished by some means other than communication between the salesman and a specific prospect. It may not be necessary, for example, for the salesman to

spend much time introducing his company; the prospect may have dealt with the company before and may know the character of its service or its brand name from years of advertising.

We must, as I have said, break down the process of sales-making for the purposes of study. (I think of my college roommate who used to come home from a session in the zoology laboratory smelling to high heaven because, back in that laboratory, there was a fish pickled in formaldehyde which was painstakingly being dissected and analyzed.) But when we're all through with this piecemeal analysis, we must put the thing together so it will work.

"I sometimes think," an advertising manager said to me recently, "that the perfect sale is one in which the salesman never even has to ask for the order.'

I agree with him. He's only saying that an order is the natural and logical outcome of revealing to a prospect benefits to himself which are made to seem more attractive than the amount of money required for purchase to enjoy those benefits. Much of the feeling of need, on the part of the salesman, for some language or tactic that will induce action-to-buy, exists because that same salesman hasn't had the patience or the wit to do his groundwork properly. He's trying to skip something. He is thinking about a commission check before he has rendered the service that entitles him to a sale.

"After all," says the president of one of America's largest food companies, "we think of profit as a reward for rendering service." And, similarly, profit to a salesman should be conceived as a reward for rendering service.

I believe this to be one of the potentially strongest ideas in selling today. When we begin to concentrate more consciously and more consistently on opportunities for rendering service as the basis for successful personal selling, we'll find that our prospects will ask, of their own volition, "How can I get it? When can I have it?" And selling, as a whole, will take on an entirely new public relations aspect. The word "high-pressure" can then be consigned to limbo. Selling will take on that professional aspect we so devoutedly wish it to have.

I have known salesmen trained to their teeth in approach, demonstration, development, close . . . who know their product as a mother knows her baby . . . who have poise and personality and million-dollar smiles . . . yet they haven't become imbued sufficiently with the concept of selling as a service to be able to turn in anything spectacular in the way of performance.

On the other hand, I've known some relatively uneducated salespeople who wouldn't even recognize some of the old selling formulas like Attention-Interest-Desire-Conviction-Action, who have built loyal clienteles and piled up some nice nest eggs in the savings bank, all because they start with the customer's interests at heart and put those interests above every other consideration in their dealings.

So powerful is this service-attitude in creating and holding business, that it can win and hold business almost on its own. And in competition with a hundred other salesmen who are masters of the mechanics of selling, but lack the spirit.

If we were to imagine a hypothetical situation in which all salesmen, today, were reduced to selling on the basis of price, we would know, automatically, that the majority of them could no longer make a living. No matter what a company makes and sells, there's sure to be someone who will by process of subtraction, make it flimsier and sell it cheaper. The good salesman really wants a product that has integrity. Price is secondary.

And so we come back to service. Never, never forget it: Service is your competitive advantage.

> A. R. HAHN Managing Editor.

See every advertisement of interest to you in 1393 shopping centers



ACB Newspaper Research Service brings you every advertisement you want to see that is published in daily or Sunday newspapers of the United States. You may have this service in complete tabulated and summarized report form; or you may make up your own reports from the full-page tearsheets we furnish you.

With ACB Research Service, you know exactly what is being advertised by your dealers; or your competitor's dealers; or the content and extent of releases by competitors in national advertising.

ACB shows above how you can buy these services by markets; but you can order by your sales territories; or even single towns. You may take these services continuously, or periodically.

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- 16 First St.



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GUY GULETTE

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Basic Reference Sources in the Field of Sales & Advertising

If you want to organize a business library, or if you want to check the list in your present library, this bibliography will provide a sound working basis. It was compiled, at SM's suggestion, by a group of professional researchers.

The following classified list of basic reference sources in the fields of management, marketing, sales, advertising and general information was compiled by the New York Publishing Division of the Special Libraries Association.

At the suggestion of SALES MAN-AGEMENT, the Publishing Division questionnaired 250 SLA librarians, with a request that they select, from all materials familiar to them, the sources which have proved most useful in answering the thousands of types of queries put to them by sales and advertising executives.

The list, as it stands, with judicious culling to eliminate sources unimportant to the individual company's problems, can be used to establish the nucleus of an efficient sales-advertising library. And it can be

equally useful to already-established libraries in bringing their sources up to date.

The committee in charge of preparing this bibliography included Regina Marrus, Macfadden Publications; Mary Brennan, formerly with McCall's, now at Bauerlein, Inc., New Orleans; and Mary Lou Martin, Sales Management,

SLA is an organization of librarians and information experts who, as the name suggests, set up "special libraries" in manufacturing concerns, banks, advertising and insurance agencies, publishing houses, and other organizations in the fields of business, medicine, sciences, social welfare, and the arts. In contrast to public libraries, these information centers are built around special subjects and serve a restricted group.

Obviously, each special library has its own purpose, its own problems. But there are some key reference sources to which all librarians in the sales-advertising-publishing fields turn regularly for information. This is such a list. The 26 most popular sources, as tabulated from the questionnaires, are shown in the box on the facing page.

Please do not write to SM for any of the materials listed. We suggest that you first try local retail stores, and if they cannot supply you, write to the publishers. See pages 86 and 87 for addresses

86 and 87 for addresses.

(In the lists below, "A" denotes annual.)

General Information Sources

ALMANACS

World Almanac and Book of Facts edited by Harry Hansen. Published by New York World-Telegram, 1950.
\$1.10 (paper), \$1.85 (cloth bound).

Information Please Almanac — 1950 edited by John Kieran. Planned and supervised by Dan Golenpaul Associates. Published by The Macmillan Co. \$5.50.

ATLASES

- Rand McNally Commercial Atlas and Marketing Guide. \$39.50 per year. Published by Rand McNally & Co. Annual is part of Commercial Atlas Service which also includes periodic bulletins and supplementary correspondence service.
- Rand McNally World Atlas—Premier Edition. Published by Rand McNally & Co., 1947. \$7.50

BIOGRAPHY

- Who Knows—And What. Published by A. N. Marquis Co., 1950. \$15.70.
- Who's Who. Published by The Macmillan Co., 1950. \$12.00.
- Who's Who in America. Published by A. N. Marquis Co. \$13.50.

BOOKS OF QUOTATIONS

- Familiar Quotations by John Bartlett.
 Edited by Christopher Morley and
 Louella D. Everett. Published
 by Little, Brown & Co., 1948.
 \$8.00.
- Home Book of Bible Quotations selected and arranged by Burton Stevenson. Published by Harper & Brothers, 1949. \$6.00.

JICTIONARIES

- Webster's Geographical Dictionary. Published by G. & C. Merriam Co., 1949. \$3.50.
 - Names of places with geographical and historical information.
- Webster's New International Dictionary.
 Published by G. & C. Merriam
 Co., 1947. \$30.00.

DIRECTORIES

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- Congressional Directory. 81st Congress, Second Session, January 1950. Issued twice a year. Available from Government Printing Office. \$1.50.
- Dartnell Directory of Mailing List Sources.
 Published by Dartnell Corporation, 1948. \$5.00.
 - Gives sources, counts, costs and details of more than 1,200 available mailing lists.
- McKittrick Directory of Advertisers & Agency List. Published by George McKittrick & Co. \$90 per year.
 - Issued three times yearly with weekly news bulletin and monthly supplement.
- National Associations of the United States.

 Prepared by U. S. Department of
 Commerce, 1949. Available from
 Government Printing Office. \$3.50.
 - Comprehensive handbook and directory on 4,000 national trade, professional and other types of nonprofit organizations in the United States.
- Guide to American Business Directories by Marjorie V. Davis. Published by Public Affairs Press, 1948. \$3.75.

- Poor's Register of Directors and Executives.

 Annual register and periodic revisions. Published by Standard & Poor's Corporation. \$72.00 (lease basis), \$95 (ownership). A
- Special Libraries Directory of Greater New York. Published by Special Libraries Association, 1950. \$3.00.
 - Guide to the resources of 641 business, technical and professional libraries in the New York City area.
- Standard Advertising Register & Agency List. Published by National Register Publishing Co. \$90 per year.
 - Register issued yearly; Agency List, three times yearly, with weekly bulletin and monthly supplement.
- Thomas' Register of American Manufacturers.
 Published by Thomas Publishing
 Co. \$15,00.
- Thomas' Wholesale Grocery & Kindred
 Trades. Published by Thomas
 Publishing Co. \$10.00.

ENCYCLOPAEDIAS

- Encyclopaedia Britannica. Published by Encyclopaedia Britannica, Inc. 24-volume set and yearbook services. \$198 and up depending on service rendered.
- Lincoln Library of Essential Information.
 One volume encyclopaedia pub-

- lished by Frontier Press Company, 1949. \$19.00
- The Statesman's Yearbook edited by S. H. Steinberg. Published by The Macmillan Co., 1949. \$8.00.

INDEXES

- Industrial Arts Index. Published by the H. W. Wilson Co. Contact publisher for subscription charge.
 - A monthly subject index to over 200 specialized business and technical magazines.
- New York Times Index. Issued semi-monthly, \$35; annual, \$35; subscription to both, \$50.
- Public Affairs Information Service. Published by Public Affairs Information Service. \$100 a year for the weekly bulletin and the five cumulative numbers; \$50 for the five cumulative numbers only (including the annual cloth-bound volume); and \$20 for the annual cumulative volume only.
 - Index of sources of information about industry, agriculture, transportation, health, science.
- Readers' Guide to Periodical Literature.

 Published by the H. W. Wilson
 Co. Contact publisher for subscription charge.
 - A cumulative subject index to over 100 magazines issued semimonthly.

The 26 "Indispensables"*

Statistical Abstract of United States Sales Management Survey of Buying Power Thomas' Register of American Manufacturers The World Almanac Ayer Directory of Newspapers & Periodicals Editor & Publisher Market Guide Census of Manufactures, 1947 Standard Rate & Data Service Standard Advertising Register Survey of Current Business Who's Who in America **Publishers Information Bureau** Industrial Marketing Data Book The Economic Almanac Reader's Guide to Periodical Literature Encyclopaedia Britannica Agricultural Statistics, 1949 16th Census of U. S., 1940 Industrial Arts Index Editor & Publisher International Yearbook Moody's Manuals Poor's Register of Directors & Executives National Associations of the United States Rand McNally Commercial Atlas & Marketing Guide McKittrick Directory of Advertisers Sales Manager's Handbook

* Ranked by number of mentions

SERVICES

- Dun & Bradstreet's Reference Book. Bimonthly. Sold on contract. Shows trade classifications (standard industrial code), capital and credit rating.
- Moody's Manual of Investments, American & Foreign. Published by Moody's Investors Service. Subscriptions run for year from publication date of the Manual. Subscription is \$60 for Industrials and \$54 for each of the other manuals with twice weekly current sections.

Historical and statistical information for virtually every leading corporation. The Government Manual is published in January; Bank & Finance Manual in April; Industrial Manual in July; Public Utility Manual in August; Railroad Manual in September.

Standard & Poor's Corporation Records.

Published by Standard & Poor's Corp. Subscription \$264.

Daily News Section, Daily Dividend and periodic accumulation of news. Revised when annual reports or developments necessitating basic changes are received.

Standard & Poor's Industry Surveys. Published by Standard & Poor's Corp. \$144.

Issued weekly with quarterly supplements.

MISCELLANEOUS

- Sources of Business Information by Edwin T. Coman. Prentice-Hall, Inc. 1949. \$6.00.
- United States Government Printing Office Style Manual. Published by Government Printing Office. \$.50.

Advertising

- Advertising Handbook edited by Roger Barton. Published by Prentice-Hall, Inc., 1950. \$10.00.
- Advertising Procedure by Otto Kleppner.
 4th edition. Published by Prentice-Hall, Inc., 1950. \$6.65.
- Advertising: Text and Cases by Neil H. Borden. Published by Richard D. Irwin, Inc., 1950. \$7.50.
- Business Letters That Click compiled by the Editors of Printers' Ink. Published by Printers' Ink Publishing Co., 1950. \$5.00.
- Economic Effects of Advertising by Neil H.
 Borden. Published by Richard D.
 Irwin, Inc., 1942. \$7.50.
- Modern Radio Advertising by Charles H.
 Wolfe. Published by Printers'
 Ink Publishing Co., 1949. \$7.50.
- Newspaper Advertising and Promotion by Leslie W. McClure. Published by The Macmillan Co., 1950. \$4.50.
- An Outline of Advertising. Its Philosophy, Science, Art, & Strategy, by George Burton Hotchkiss. 3rd Edition. Published by The Macmillan Co., 1950. \$5.00.
- Tested Advertising Methods by John Caples. Published by Harper & Brothers, 1947. \$3.50.

PUBLISHERS MENTIONED IN LIST

A

- Advertising Federation of America, 330 West 42nd St., New York, N. Y.
- Advertising Publications, Inc., 100 East Ohio St., Chicago, Ill. American Council on Education, 744 Jackson Place, Washington, D. C.
- American Transit Association, 292 Madison Ave., New York, N.Y. Aries, R. S. & Associates, 26 Court St., Brooklyn, N. Y.
- Ashwell, Thomas, & Co., 20 Vesey St., New York, N. Y. Association of American Railroads, Transport Bldg., Washington, D. C.
- Association of National Advertisers, Inc., 285 Madison Ave., New York, N. Y.
- Automobile Manufacturers Association, New Center Bldg., Detroit, Mich.
- Ayer, N. W., & Son, W. Washington Square, Philadelphia, Pa.

B

- Barnes, A. S., & Co., 101 Fifth Ave., New York, N. Y. Branham Printing Co., 626 Federal St., Chicago, Ill. Broadcasting Publications, Inc., 870 National Press Bldg., Washington, D. C.
- Burchel, Christian E., & Associates, 33-35 Washington St., Yonkers, N. Y.
- Butterick Co., Inc., 161 Sixth Ave., New York, N. Y.

c

- Chilton Co., Inc., Chestnut & 56th St., Philadelphia, Pa.
- Civil Aeronautics Board, Washington, D. C.
- Chamber of Commerce of the United States, 1615 H St., N.W., Washington, D. C.
- Commodity Research Bureau, Inc., 82 Beaver St., New York, N. Y. Consumers Union, Inc., 38 East First St., New York, N. Y.

D

- Dartnell Corp., 4660 Ravenswood Ave., Chicago, Ill. Distilled Spirits Institute, 1137 National Press Bldg., Washington, D. C.
- Dun & Bradstreet, 290 Broadway, New York, N. Y.

E

Editor & Publisher Co., Inc., 1475 Broadway, New York, N. Y. Encyclopaedia Britannica, Inc., 20 N. Wacker Drive, Chicago, Ill.

F

Federal Reserve System (Board of Governors), Washington, D.C. Funk & Wagnalls Co., 354 Fourth Ave., New York, N. Y. Frontier Press Co., Lafayette Bldg., Buffalo, N. Y.

н

Harcourt, Brace & Co., Inc., 383 Madison Ave., New York, N. Y. Harper & Brothers, 49 East 33rd St., New York, N. Y. Harvard University Press, Cambridge, Mass. Hearst Magazines, Inc., 572 Madison Ave., New York, N. Y. Heinz, H. J., Co., P.O. 57, Pittsburgh, Pa.

1

Irwin, Richard D., Inc., 3201 S. Michigan Ave., Chicago, Ill.

L

Lebhar-Friedman Publications, 185 Madison Ave., New York, N.Y. Lilly, Eli, & Co., 500 Fifth Ave., New York, N. Y. Lincoln Press, Inc., Warner Bldg., Washington, D. C. Little, Brown, & Co., 34 Beacon St., Boston, Mass.

M

Macfadden Publications, 205 East 42nd St., New York, N. Y. Macmillan Co., 60 Fifth Ave., New York, N. Y. Marquis, A. N., & Co., Marquis Publ. Bldg., Chicago, Ill. McGraw-Hill Book Co., Inc., 330 West 42nd St., New York, N.Y. McKittrick, George, & Co., 408 Fulton St., New York, N. Y. Media Records, 354 Fourth Ave., New York, N. Y. Merriam, G. & C., Co., Springfield, Mass. Modern Packaging Corp., 122 East 42nd St., New York, N. Y. Moody's Investors Service, 65 Broadway, New York, N. Y.

N

National Association of Motor Bus Operators, 839 Seventeenth St., N.W., Washington, D. C.

National Broadcasting Co., Rockefeller Plaza, New York, N. Y. National Industrial Conference Board, Inc., 247 Park Ave., New York, N. Y.

National Railway Publishing Co., 424 West 33rd St., New York, N. Y.

National Register Publishing Co., 330 West 42nd St., New York, N. Y.

New York Times, Times Square, New York, N. Y. New York World-Telegram, 125 Barclay St., New York, N. Y.

.

Prentice-Hall, Inc., 70 Fifth Ave., New York, N. Y.
Printers' Ink, 205 East 42nd St., New York, N. Y.
Public Affairs Information Service, 11 W. 40 St., New York, N.Y.
Public Affairs Press, 2153 Florida Ave., Washington, D. C.
Publishers Information Bureau, 271 Madison Ave., New York,
N. Y.

R

Railway Equipment & Publishing Co., 424 West 33rd St., New York, N. Y.
Rand McNally & Co., 536 South Clark St., Chicago, Ill.
Ronald Press Co., The, 15 East 26th St., New York, N. Y.

Rutgers University Press, New Brunswick, N. J.

Reinhold Publishing Co., 330 West 42nd St., New York, N. Y.

5

Sales Management, Inc., 386 Fourth Ave., New York, N. Y. Schnell Publishing Co., Inc., 30 Church St., New York, N. Y. Science Research Associates, 228 S. Wabash Ave., Chicago, Ill. Slocum Publishing Co., Penobscot Bldg., Detroit, Mich. Snyder Business Research Reports, 11 S. LaSalle St., Chicago, Ill. Special Libraries Association, 31 East 10th St., New York, N. Y. Standard & Poor's Corp., 345 Hudson St., New York, N. Y. Standard Rate & Data Service, 333 N. Michigan Ave., Chicago, Ill.

Smith, Peter, 321 Fifth Ave., New York, N. Y.

т

Thomas Publishing Co., 461 Eighth Ave., New York, N. Y. Topics Publishing Co., 330 West 42nd St., New York, N. Y. Twentieth Century Fund, 330 West 42nd St., New York, N. Y.

U

U. S. Brewers Foundation, Inc., 21 East 40th St., New York, N.Y.

١

Van Nostrand, D. & Co., 220 Fourth Ave., New York, N. Y.

W

Wiley, John & Sons, Inc., 440 Fourth Ave., New York, N. Y. Wilson, H. W., Co., The, 950-972 University Ave., New York, N. Y.

Wine Institute, 717 Market St., San Francisco, Calif. Williams, E. W. Publications, Inc., 82 Wall St., New York, N.Y.

Economics

- America's Needs and Resources by J. Frederic Dewhurst and Associates. Published by The Twentieth Century Fund, 1947. \$5.00.
 - USA—Measure of a Nation, by Thomas R. Carskadon & Rudolf Modley, presents this material in simplified text and picture-charts.
- Basic Data of the American Economy by W. Nelson Peach and Walter Krause. Published by Richard D. Irwin, Inc., 1949. \$3.00.
- Democracy in Jonesville by W. Lloyd Warner. Published by Harper & Brothers, 1949. \$4.50.
- Social Class in America by W. Lloyd Warner, Marchia Meeker and Kenneth Eells. Published by Science Research Associates, Inc., 1949. \$4.25.
- The Structure of American Industry edited by Walter Adams. Published by The Macmillan Co., 1950. \$4.75.
- What an Hour's Work Would Buy, 1914-1948. Published by National Industrial Conference Board, 1950. \$.75.

Education

- American Universities and Colleges, edited by A. J. Brumbaugh. Published by American Council on Education, 1948. \$8.00.
- Directory of Advertising & Marketing Education in the U. S. prepared under the direction of Alfred T. Falk, director, Bureau of Research and Education, Advertising Federation of America.

Foreign Trade

- Editor and Publisher International Yearbook.

 Published by Editor and Publisher
 Co., 1950. Issued as part of subscription.

 A
- Export Trade and Shipper—Export Advertising Number. Published by Thomas Ashwell & Co. \$.15. A
- Foreign Commerce Weekly. Published by Department of Commerce. Available from Government Printing Office. \$9.00 per year.
- Foreign Commerce Handbook. Published by Chamber of Commerce of the United States, 1950. \$1.00.

Management

- Accountants' Handbook edited by W. A.
 Paton. 3rd Edition. Published
 by Ronald Press Co., 1943.
 \$7.50.
- The Art of Leadership by Ordway Tead.
 Published by McGraw-Hill Publishing Co., 1935. \$3.00.
- Business Executives Handbook edited by Stanley M. Brown & Lillian Doris. 3rd Edition. Published by Prentice-Hall, Inc. 1947. \$7.50.
- Business Ideas Handbook edited by Prentice-Hall Editorial Staff. Published by Prentice-Hall, Inc., 1949. \$7.50.

ENT

DIRECT CONTACT

with the M.D. Market



YOUR ADVERTISEMENT goes straight to the doctor's desk when you route it the State Journal way, and its reception is both cordial and consistent. For sales messages accompanied by local medical news and advertising acceptable to the A. M. A. Councils gain easy access to the doctor's attention.

Maybe you sell drugs or equipment for his professional use . . . Maybe you sell tires, T. V. sets or other commodities for his personal use—whatever your product, the doctor is a Class A consumer with the price in his pocket.

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STATE JOURNAL ADVERTISING BUREAU

of the American Medical Association

535 N. Dearborn St., Chicago 10, Illinois

- Business Law by Thomas Conington & Louis O. Berg. Published by Ronald Press Co., 1949. \$5.00.
- Financial Handbook edited by Jules I.

 Begen & others. 3rd Edition.

 Published by Ronald Press Co.,
 1948. \$7.50.
- Industrial Management by Asa D. Knowles and R. D. Thomas. Published by The Macmillan Co., 1944. \$5.25.
- Office Management by Coleman L. Maze.

 Published by Ronald Press Co.,
 1947. \$6.00.
- Organization & Management in Industry & Business by W. B. Cornell. 3rd Edition. Published by Ronald Press Co., 1947. \$5.00.
- Principles of Industrial Organization by Dexter S. Kimball & Dexter S. Kimball, Jr. 6th Edition. Published by McGraw-Hill Book Co., 1947. \$4.50.
- Production Handbook by L. P. Alford & J. R. Bangs. Published by Ronald Press Co., 1944. \$7.50.

Market Data

1948 Census of Business. Prepared by Bureau of Census. Release Series BC-1P (by state and counties). Area Bulletins containing final figures will replace these preliminary releases during late 1950 or early 1951. May be obtained from any of Department of Commerce Field Offices or from the Superintendent of Documents.

Contains number of establishments and sales volume for retail, wholesale and service trades (also hotels, tourist courts and camps, amusements).

1947 Census of Manufactures. Prepared under the supervision of the Industry Division, Bureau of Census, 1950. Volume 1—General Summary (not yet ready). Volume 2—Statistics by Industry \$4.75. Volume 3—Statistics by States \$4.50.

Industry figures broken down into number of establishments, number of employees, payrolls, value added by manufacture, value of shipments.

- 1950 Census of Population. PC-1—Population of Selected Counties and Incorporated Places (by individual States) PC-2—Population of Individual States (by Counties, Cities and Towns) HC-1—Preliminary Count of Dwellings (by Counties and States.)
- Consumer Markets, 1950-1951. Published by Standard Rate & Data Service, Inc. \$5.00.

Consumer market statistics on states, counties, and all incorporated cities of 5,000 and over.

- Economic Almanac, 1950. Published by National Industrial Conference Board. \$4.00.
- Editor & Publisher Market Guide, 1950 Edition. Published by Editor & Publisher Co., Inc. \$5.00.

Data on 1,490 key markets: population by city zones and trading areas, principal industries.

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- Farm Income Situation. Published monthly by Department of Agriculture.
- Federal Reserve Bulletin. Published monthly by Board of Governors of the Federal Reserve System. \$2.00. Statistics relating to finance, industrial production, employment, construction, cost of living and retail sales.
- Income Distribution Estimates by Everett R. Smith. Published semi-annually by Macfadden Publications, Inc.
- Industrial Marketing—1951 Industrial Marketing Data Book. (Sept. 15 issue).
 Published by Advertising Publications, Inc.

 Basic data on industrial and trade markets and the business

Retail Trade Reports. Published monthly by Department of Commerce.

papers which serve these mar-

- Sales Management Survey of Buying Power
 (May 10 issue) Published by Sales
 Management, Inc. \$3.00. A
 Data includes yearly population,
 buying income, retail sales (incl.
 4 store groups), and sales index
 for states, counties, and cities.
- Social Security Almanac. Published by National Industrial Conference Board, 1949. \$4.00.
- Statistical Abstract. Published by Government Printing Office. \$3.00 A

 Presents in a single annual volume important summary statistics on industrial, social, political and economic organization of the United States and includes representative selection from most of the important statistical publications. "The Bibliography of Sources of Statistical Data" is an almost complete list of agencies which collect statistics.
- Trade Trend Reports. Published monthly by Department of Commerce.
- Survey of Consumer Finances. Sponsored by Board of Governors of Federal Reserve System and conducted by Survey Research Center of the University of Michigan. Available from Board of Governors of Federal Reserve System.
- Survey of Current Business. Published monthly by the Department of Commerce. Available from Government Printing Office. \$3.00 per year.

Indexes of major fields of business activity are carried on for the current month and the preceding twelve—prices, construction, retail trade, employment and payrolls. Each monthly issue analyzes the current situation and forecasts trends.

Wholesale Trade Reports. Published monthly by Department of Commerce.

88

Marketing

- Marketing Analysis & Distribution Research by L. O. Brown. Published by Ronald Press Co., 1949. \$5.00.
- Marketing Handbook edited by Paul H. Nystrom. Published by Ronald Press Co., 1948. \$7.50.
- Principles of Marketing by H. H. Maynard & T. N. Beckman. 4th Edition. Published by Ronald Press Co., 1946. \$5.00.
- Problems In Merchandise Distribution by McNair, Learned & Teele. (Harvard Problem Books.) Published by McGraw-Hill, 1942. \$6.00.
- Statistical Techniques in Marketing Research by Robert Ferber. Published by McGraw-Hill Book Co., 1949. \$6.00.
- Survey & Directory of Marketing Research Agencies in the United States & the World by Ernest S. Bradford. Published by Christian E. Burckel & Associates, 1949. \$5.50.
- The Technique of Marketing Research by the Committee on Marketing Research Techniques of American Marketing Society. Published by McGraw-Hill Book Co., 1937. \$4.75.

Media

- Ayer's Directory of Newspapers and Periodicals. Published by N. W. Ayer & Son, Inc. \$25.00.
- Brad-Vern Reports. Published by Printers' Ink Publishing Co. \$15.00. Trade paper advertising records.
- Broadcasting Yearbook. Published by Broadcasting Publications, Inc. \$5.00.
- Magazine Circulation Analysis 1937-1948. Published by Association of National Advertisers, Inc., 1949.

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- Media Records. Published by Media Records, Inc. Various prices, depending on service required.
 - Current monthly reports on newspaper linage covering 350 newspapers in 110 cities. Detailed competitive reports on newspaper linage and dollar expenditures of competitive advertisers. Dealer cooperative newspaper advertising reports on individual products and product groups.
- PIB. Published by Publishers Information Bureau, Inc. May be purchased as a complete service (\$850 per year), or in one or more of seven industry sections (\$60 per year per section).
 - An analysis of national advertising carried in general and farm magazines, and on network radio and network television.
- Standard Rate & Data Service. Published by Standard Rate & Data Service, Inc. Price: \$80.00 per year for all sections; \$25.00 per year any one monthly section; \$20.00 each per year for any two or more sections.

Published in five monthly sections: Newspaper, Radio, Television, Business Paper, Consumer Magazine - Farm Publications -Transportation Advertising.

1st of month

Newspaper Section, Radio Section, and Television Section.

15th of month

Consumer Magazine-Farm Publications-Transportation Advertising Section and Business Paper Section.

Television Data Chart. Published by National tional Broadcasting Co. Sales Planning and Research.

Packaging

Modern Packaging Encyclopaedia. Published by Modern Packaging Corp. \$2.00.

Sales

- Essentials of Selling by Rochester Sales Executives Club. Edited by C. W. Published by Prentice-Hall, Inc., 1945. \$4.00.
- 1000 Ways a Salesman Can Increase Sales by Charles B. Roth. Published by Prentice-Hall, Inc., 1950. \$4.75.
- Opportunities in Selling. Prepared by Department of Commerce in coop-eration with National Sales Executives. Published by U. S. Department of Commerce, 1947. Order from Government Printing Office, \$.25.
- Problems in Salesmanship by Harry R. Tosdal. Published by McGraw-Hill Book Co., 1939. \$7.00.
- Professional Salesmanship by C. B. Roth. Published by McGraw-Hill Book Co., 1949. \$3.50.
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- Successful Salesmanship by Paul W. Ivey. Published by Prentice-Hall, Inc., 1947. \$5.35.
- Textbook of Salesmanship by Frederic A. Russell & Frank H. Beach. Published by McGraw-Hill Book Co., 1949. \$4.50.

Sales Management

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- How to Select Better Salesmen by William Rados. Published by Prentice-Hall, Inc., 1946. \$5.00.
- Sales Executives Handbook edited by Harry Simmons. Published by Prentice-Hall, Inc., 1950. \$10.00.
- Sales Management by H. H. Maynard & H. C. Nolen. Revised. Published by Ronald Press Co., 1950. \$5.00.
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Introduction to Sales Management by Harry R. Tosdal. 2nd Edition. Published by McGraw-Hill Book Co., 1940. \$4.50.

Commodities—General

- Agricultural Situation. Published monthly by Department of Agriculture.
- Commodity Yearbook-1949. Published by Commodity Research Bureau, Inc. \$10.00.

Statistical Issue-1950, \$7.50.

Consumer Reports Buying Guide Issue. Published as the December issue of Consumer Reports by Consumers Union.

(Continued on page 161)



Cut your costs as much as 50% with TUFIDE Business Cases...the amazing new discovery that looks like leather... feels like leather ... outwears leather 2 to 1! TUFIDE is scuff-resistant, weather-proof and practically wear-proof. TUFIDE cases are the most durable ever made . . . the only business cases unconditionally guaranteed for five years! See the com-plete Stebco selection of TUFIDE business cases and matching luggage at your dealer.

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WHEN HOSPITALS SAID they needed their own formula rooms to train student nurses, the Wenners offered a free training service in their own plant. No text was available, so Wenners up and wrote one.

Cost Analysis, Product Integrity, And Service: They Sell the Hospitals

BY ELSA GIDLOW

Don't think for a moment that big companies have a patent on sound policies and expert salesmanship. This young couple in San Francisco have what it takes to break into one of the big institutional markets with a new idea.

Because Mrs. Edward Wenner so thoroughly disliked the tedious routine involved in preparing formulas for her first baby, she and her husband today are the somewhat surprised owners of an unusual business.

They've put baby formulas on a commercial basis. Their most important customers are hospitals in the San Francisco area. While "Baby Formulas, San Francisco" is still a

small business in dollar volume by all normal standards, the methods the Wenners have used to break into the institutional market are sound enough to be cited as a newsworthy case history in sales development via the low-pressure, service approach.

"Selling the hospitals," says Mrs. Wenner, "turned out to be a matter of thoroughly understanding the hospitals' problems."

Hospitals have some big problems when it comes to feeding the babis they deliver. In the preparation of baby formulas on their own premises (as the Wenners saw it), the hospitals suffer all the inadequacies and disadvantages of diffusion of effort, while at the same time they pay the high costs of hand preparation. They also run risks of contamination.

Margin for Error

In their infant formula preparation hospitals originally followed what is known as the aseptic technique. This is an application of the surgery room method of sterilizing everything used—in this case, bottles, nipples, utensils, ingredients But it was widely recognized that





PLEXIGLAS Signs by Neon Products, Inc.

The Thor unit is one of the "Plastilux 500" line of PLEXIGLAS signs manufactured by Neon Products, Inc., Lima, Ohio. The faces are formed from clear material, with copy and design applied to the inside surfaces in decorative coatings. Slimline tubes—replaced as easily as the light bulbs in your lamps at home—are protected from weather and damage by the PLEXIGLAS faces. 500 lumens of light per square foot are diffused in even, glare-free brilliance across the entire face of the lighted sign.



Thor Dealers Get More Sales Power with PLEXIGLAS Signs

Thor dealers by the hundreds are commanding constant public attention with these new double-faced, interior-lighted PLEXIGLAS signs, made by Neon Products, Inc., of Lima, Ohio. Day and night, the Thor trade-mark and all copy remains identifiable and legible.

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Take a close look at a PLEXIGLAS sign when it's lighted. See how its entire face glows without glare—brilliant and luminous, yet without the confusion of visible lighting sources. Then look at it in sunlight. See how its rich colors gleam. And notice—day or night—that PLEXIGLAS signs are distinct, easy to read.

The powerful visual impact of PLEXIGLAS signs is maintained with minimum cost and trouble—just the easy replacement of long-life interior

Canadian Distributor: Crystal Glass & Plastics, Ltd., 54 Duke Street, Toronto, Ont., Canada lamps. PLEXIGLAS is the *outdoor plastic*, resistant to age, weather and breakage. Its light weight means easy erection of signs, with fewer, lighter supports. And PLEXIGLAS signs can be shipped without the premium charges required for less durable sign materials.

Get "PLEXIGLAS for Signs" today

This new booklet shows you how to make the most of Plexiclas in signs. Included are photographs in color of typical installations. A brief note on your business letterhead brings you your free copy.

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CHEMICALS



FOR INDUSTRY

ROHM & HAAS COMPANY

WASHINGTON SQUARE, PHILADELPHIA 5, PA.

Representatives in principal foreign countries

there was altogether too large an area for error or carelessness. Studies undertaken eight years ago in New York brought out the painful fact that 100% of all hospitals had some faulty technique.

It was subsequently recommended that hospitals institute improved methods, notably the terminal heating technique of formula preparation developed by Dr. Henry M. Pollack of Massachusetts Memorial Hospital. This follows the canning process in that the filled and capped container is run through an autoclave which finally sterilizes the contents so that they remain sterile until opened. This is the technique used by Baby Formulas in their business. It makes mass production possible.

Hospital committees the country over have recommended that hospitals use this technique in producing baby formulas. But to do so is an expensive matter. All hospitals have a space problem and do not care to see valuable space assigned to a function about four hours daily.

To provide proper protection to formulas, in short, hospitals were required to make deep investment, yet by all rules of good business, this investment was not justified. These were some of the highlights of the facts the Wenners came up with when they studied the hospitals' baby feeding routine.

The Wenners' selling problem simmered down to this: They had to convince the hospitals that Baby Formulas could provide absolute safe feeding for babies, and at the same time achieve a savings in cost.

The story the Wenners were prepared to tell hospital administrators was that they would pay no more for outside formula service than the hospital's current expenditure for formula room labor alone.

It Includes:

Here's what hospitals get with formula service:

The hospital makes its requisition on Baby Formulas for the number of units required. Any type of formula can be provided. Variations may be slight, but they are numerous. (About 200 different types of ingredients can be used in a baby formula.) Formulas are packaged for feedings in individual nursing bottles of four-ounce capacity, 24 bottles to the portable wire basket. Each bottle is labeled as to contents. Additional sterile-packaged nipples are provided. All the hospital nurse has to do is refrigerate and use as needed.

The Baby Formulas driver delivers the day's supply in a van-type truck and picks up the previous day's empties.

To meet all the serious objections which were bound to arise to such a revolutionary proposal, Baby Formulas proceeded cautiously. They had a monumental job of confidence-

First, the problem of approach and initial confidence-building. All basic sales work for the company is done by Mr. Wenner and one assistant. There is no haphazard selling. Targets are picked carefully. There is no "cold" solicitation. A fairly long period of acquaintanceship between Mr. Wenner and key persons in the institution precedes any bid for business. This period may include an invitation to visit the plant.

A visit usually convinces anyone that no living organism could survive the precautions taken there. The prospect is likely to be impressed particularly by one thing: From every batch of formulas run through the autoclave, from which each bottle should emerge absolutely sterile and safe, one bottle is removed for laboratory testing. None of these test bottles has ever shown a count as high as 25 colonies of bacteria per cubic centimeter, and the count is more often zero.

The prospect may also learn at this point that Baby Formula's product liability insurance rate is among the very lowest for this type of plant

(food processing).

He learns that the Wenners solved a small problem that the hospitals themselves had not provided the answer to: When a container of spare nipples is opened, how to prevent contamination of those remaining in the container? Baby Formulas pack ages its nipples in individual cellophane bags which are sterilized. The inside of the sterile bag provides a germ-free surface with which the nurse or other user of the nipple may pick it up and handle it, all the way to the infant's mouth.

By this time hospital representatives have a pretty thorough picture of what Baby Formulas has to offer. And the Wenners have a good picture of the prospect's needs and problems. The next question is cost.

Individual Evaluations

Baby Formulas provides the services of a cost accountant to evaluate each individual hospital's current costs on formula processing.

The Wenners might do a high pressure selling job at this stage and win a customer by making their own offer and leaving it to the institution's management to discover, dur ing the servicing, what they would gain. But they prefer the prospect to have all cost facts in advance.

At the same time they are gathering data that will permit them to give the hospital an estimate of the formula service cost to that institution, the hospital is keeping records and providing facts which the Wenner's cost accountant will use to evaluate the hospital's own costs.

Mimeographed sheets are supplied to the hospital for keeping records of the number of infant feedings prepared for a 30-day period. Another form develops information on: average daily census of infants (in nurs ery, pediatrics and isolation depart ments); average number of full term and premature infants delivered per month and length of stay; in gredients of basic house formulas; facts on feeding schedules; facts on the hospital's student training pro-

Meanwhile, the Wenners are a work on their own account. The must find answers to such questions as: What route would this delivery be on? How many miles would it add to the route? How many minute would it add to the route? How many minutes to load and unload a the hospital? At the plant?

When all factors have been still died, hospital administrators receive

PUBLIC SERVICES

HEmlock 1-2000

nent of Public



SERVICE IS THE WATCHWORD: With their whole business built on a service approach, it's only natural that the Wenners put service into sales promotion. This simple booklet, distributed by Baby Formulas, is a directory of services of all kinds, for expectant mothers, available in the City of San Francisco. Naturally, the Wenners' own door-delivery of prepared formulas gets share of attention.



Are you immune to Ochlophobia?

Ochlophobia ("a morbid fear of crowds"—Webster) can strike anyone—except, of course, a retailer. Maybe you're coming down with it. Any of these symptoms sound familiar?

Afraid people are taking your name in vain? Your brand name, that is. Scared you'll make enemies if people who ask for your product by name find they'll have to wait a while for delivery? Okay. Cut out advertising. Let them wait for somebody else's stuff instead.

Afraid people expect too much of you? Too much of the good thing you've been building a market for all these years, we mean. Worried because everybody wants what you've got? Keep your name out of print! People forget fast.

Afraid people hate you? Because you've sent your dealers more customers than goods? Stay under cover. The re-orders will gradually peter out.

Afraid? Planning to hide your brand name under a bushel—miss out on sales you can handle—lose the consumer and retailer friendships you'll need like crazy some day?

Don't catch ochlophobia! Make sure America's smartest upper-income families* and promotionally-minded retailers** keep on wanting your product!

*2,560,000 readers-4.5 per copy.

**50,000 subscribers in the retail trades alone-more than for any other national magazine.

Advertise in **House Beautiful**

the magazine that sells both sides of the counter

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eceive A E N I a three-part report. Part I shows, in effect: "This is what your formula preparation is costing you on the average by the month and by the year." Part II is the Wenners' own quotation. And Part III tells the prospect, "This is how your bill would have looked for the period studied if we had served you."

A hospital may have anywhere from 5 to 75 babies to feed, depending on its size and the current crop of infants. One month few babies may be delivered; another month, many. Yet the hospital must maintain its staff intact regardless of the number of babies to be fed. In other words, there is a fixed cost based on peak production. It doesn't take much demonstration to show that Formula service gives the hospital a flexible cost adjusted to the number of babies. They pay for what they need and what they get.

Then, too, space in the hospital devoted to the formula room can, under formula service, be put to more profitable use. The Wenners can point to one institution among their customers that diverted the space to a two-bed patient ward, thus adding a profit to their other saved costs.

So much for the handling of costs. Now let us look at some other buying objections.

Objection: Hospitals with student training programs must maintain formula rooms to teach this part of hospital procedure.

The answer: Baby Formulas has a free training program for such students. (See photo page 90).

Small-Scale Training

Baby Formulas has a training room separate from the plant, containing small-scale equipment such as a well-equipped hospital would use. There is formula preparation apparatus. There is an eight-hour course taught by the plant's own technicians.

No comprehensive text was available, so the Wenners wrote their own. They have no hesitancy in claiming that their program is "the most comprehensive in formula preparation and sterilization available today." At her hospital, the student would learn one technique. The Wenners provide teaching on home and hospital levels covering the use of all possible ingredients and all variations of sterilization techniques.

Students are called on for research work. They prepare special formulas, turn in reports, take examinations.

turn in reports, take examinations.
Objection: What if diarrhea develops in another hospital you serve?
Will our hospital be jeopardized?

Answer: When such an outbreak

did occur in one hospital, the hospital closed the nursery which was contaminated and isolated it, opening a second one for new infants. In the one instance where this happened, the Wenners serviced both the contaminated and the uncontaminated nurseries. No additional controls at the Wenner plant were necessary. Not one case of infectious diarrhea developed in the second nursery in the hospital with the outbreak. And not one case developed in any of the other hospitals the company was servicing.

Objection: What if your plant burns down? Where would our baby formulas come from in a hurry?

Answer: To take care of that eventuality the Wenners have on call the facilities of two formula laboratories which they can turn to in the event of disaster at their plant. They had a secret test run on this recently, moving all their staff to a substitute plant up the Peninsula. None of their customers noted any change.

Emergencies

Objection: What if we have a sick infant in the middle of the night and require emergency formulas to be prepared?

Answer: To take care of this possibility, Baby Formulas maintains 24-hour service, a nurse always on call.

As might be expected, this thorough-going method of selling leaves little room for failure. In the region that can be serviced by the present plant, the Wenners have 22 potential hospital customers. In the San Francisco and Eastbay areas there are that many hospitals with maternity wards. So far Baby Formulas has sold nine of them. No hospital that has started using formula service has ever failed to renew its contract.

The hospital service provides one of the best means for introducing prepared formulas for home service. And there is a home service end to the Wenner business—in fact, their business started with door-delivery service to private families. The Wenners estimate that they now feed one out of three babies born in San Francisco.

Each hospital mother receives a card headed: "Did you know that your baby's formula is being prepared at Baby Formulas' Laboratory?" It goes on to explain how to "continue this food protection," describes it, gives prices, lists the telephone number. The home service provides "all equipment, all ingredients, an electric bottle warmer, bottles of sterile water, extra bottles of

formula, all formula changes"...

And doctors aren't neglected. They get a folder with this message:

"No, doctor! We won't save your patient lots of money. But—we will make sure that the baby receives an accurate and sterile formula . . .

Formula service is offered to hotel guests, too. And recently a "Travelpak" formula service was added. Mothers traveling as far afield from San Francisco as New York or Hawaii have equipped themselves with all of the baby's food for the trip, put up in individual nursing bottles, each sealed by Cello Seal against any possibility of loosening of the cap.

Since there was practically moprecedent for a business of this type, the Wenners had to wrestle with just about every type of production and selling problem. They had to design or adapt most of their equipment, since there was none on the market suitable to what was, in fact, a small scale food processing plant run on an individual prescription basis.

Baby Formulas was started as a partnership but there are plans to incorporate. At that time, the Wenners intend to set aside a block of stock for their employees. Before too long they look forward to opening a brand in New York, home town of both.

The Best Salesmen

The company has no salesmen... "except our contented customers," says Mrs. Wenner. Hospital administrators who have shown a saving of, say, \$2,000 a year by using the service are glad to pass along recommendations. Nurses from the hospitals serviced form an enthusiastic corps of volunteer salesmen. The Wenners figure that they get more new business among private families from previous customers' recommendations than from any other source.

During a recent "plant warming" party celebrating improvements and additions, Mrs. Wenner presented City Health Director J. C. Geiger with the 4,000,000th bottle of formula prepared at the plant since its founding.

Said she: "Doctor, we'd like you to keep this for a year. At the end of that time, test it for bacteria count. We at Baby Formula are willing to bet there will be no count at all."

Dr. Geiger accepted the bottle but declined the bet. He has been in fairly close touch with the enterprise from its inception. "It's possible," he said, "that the Wenners know what they're talking about."

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...like California without the

Billion Dollar Valley of the Bees

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Of all newspapers in the West, Media Records rank it 2nd in total daily advertising linage. Reaches 9 out of 10 families in ABC city zone... half of all families in 19-county trading area.

THE

BILLION,

DOLLAR

THE MODESTO BEE

Reaches 9 out of 10 families in ABC city zone . . . half of all families in Stanislaus County. The only daily paper in Modesto—the city with per capita food sales 326% above U.S. average!

THE FRESNO BEE

Largest newspaper between S.F. and L.A. Reaches 9 out of 10 families in ABC city zone . . . half of all families in 4-county ABC trading area—where total retail sales top ½ billion.

Are you missing the rich inside part of California? You are, if you're counting on San Francisco and Los Angeles papers to cover inland California—the Billion Dollar Valley of the Bees. That's a market geographically independent of the Coast—with almost as many people as Detroit . . . higher food sales than Philadelphia*—and one you just don't cover unless you schedule its own leading papers.

Those are the three McClatchy papers — The Sacramento Bee, The Modesto Bee and The Fresno Bee. No other newspaper combination comes close to their Valley coverage. For more data on them . . . and on Valley buying habits . . . get the 1950 Consumer Analysis. Write McClatchy Newspapers, Sacramento 4, Calif.

*Sales Management's 1950 Copyrighted Survey



National Representatives ... O'MARA & ORMSBEE, INC.

New York • Los Angeles • Desrois • Chicago • San Francisco



San Francisca

GOOD HOUSEKEEPING boosts sales for L

In fifty years, Dockum Drug Company of Wichita, Kansas, has grown from one small store to a chain of eight modern, top volume units. Robert B. Dockum, President, recently invited GOOD HOUSEKEEPING to participate in Dockum's Golden Anniversary.



1. Full page ads backed the promotion. Reprints were displayed prominently throughout the stores and on the windows.





"Counter displays made this a worth-while merchandising event."

RESULT: "Acceptance of products guaranteed by GOOD HOUSE-KEEPING was definitely proved during this event... Have added this sales event to our merchandising calendar as a promotion well worth repeating."

proof again

GOOD HOUSEKEEPING sells goods

35¢

per

The Homemakers' Bureau of Standards

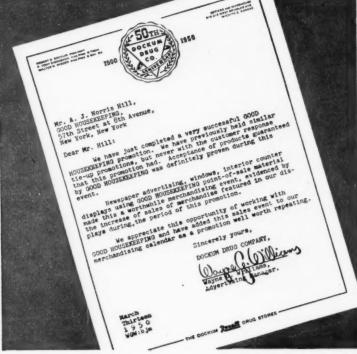
9,971.000 readership

57th Street at 8th Avenue, New York 19, New York

Dockum Drug Company







ncrease of sales of merchandise featured in our displays."

Guaranteed by Good Housekeeping

25,000,000 women know-the product that has it, earns it.



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How to Keep Sales Bulletins Out of Hotel Waste Baskets

Well-written bulletins can spark ideas. They can extend salesmen's knowledge of product and product application. They can teach sales techniques. They can serve as morale builders. They pay big returns for a small investment.

BY HERBERT W. GREEN

Of all sales instruction materials in current use, bulletins are the No. 1 choice of executives the country over. The NSE 1949 survey made that clear. What's more, a new survey of nationally known firms, just completed, shows how much sales managers depend on the bulletin as a training and inspirational device.

All this is easily understood. For one thing, bulletins can be turned out quickly and inexpensively. For another, they produce results if they

are well written.

Oddly enough, the bulletins on which sales managers rely so strongly are not greeted with favor by many salesmen who receive them. In fact, a cursory check shows a surprising lack of interest in present-day ma-

Many bulletins fail today because they are not designed to do the job. How do we know? We asked the

salesmen who read them.

Here are three typical comments: The first salesman told us: "A lot of the boys figure they're hot shots themselves and don't like to get stuff from the office that talks down to them. They don't like inspirational junk, either. It's too general. They look for specific aids in selling their own line. But the help they want isn't there."

The second salesman said: "I want real help in selling an item. I want new ideas. I want to keep posted on price changes, new models, and how they work. I want to know about changes in my line before my customers do. Often I don't.

The third salesman had this say: "Once in awhile I'd like to see a personal letter. I want to feel my sales manager knows I'm out pitching. I want to feel that I'm more than just a name and address. Most of all, I want treatment as a human being-something that's lacking."

From these three brief conversations you see immediately several things any bulletin should and should not contain.

Now, how about your bulletins? What subjects should they cover? Here are some that ought to be included regularly:

1. Sales Pointers: In this section of the bulletin, offer ideas and suggestions based on actual selling techniques, practices, and situations. Here, for instance, is how The Pure Oil Co., Chicago, presents a "New View on an Interview:"

"Instead of attempting to sell the dealer during working hours at his station on the value of P.S. Service Training, invite him to your office, or bulk plant, or home to discuss the matter. Then you can really convince him—without interruption—that P.S. Service will be a profitable investment of his time.

"Here's how it could be done: Telephone him or stop by and say: 'Say Bill, I know you are busy at your place and I'd like to talk to you soon. Why don't you come over to my office where we won't be interrupted? Say this afternoon, or maybe tomorrow morning would be better for you?' If he objects, try this: 'Yes, I know it's hard to get away. Perhaps this would be better. Let's grab a bite of lunch together and then come back to the office for a few minutes where

we won't be interrupted. What time de you go to lunch?"

This is a practical suggestion am salesman can use.

2. Answers to Sales Questions Bulletins offer a perfect followup of sales and training meetings. "Strike while the iron is hot" by using your bulletin to drive home important points covered in the meetings. The Pure Oil Co. does it this way:

"It's almost impossible to remember all the dope discussed recently in the tire meetings, so Ben Tobin, Parkersburg sale manager, dreamed up 40 questions and asked his salesmen to try and answer 'en Here are a few samples. Can You answer 'em? No peeking at the answer

Then follow some true and false questions with answers at the end

of the quiz.

You know how popular radio quiz shows are. And, isn't it true that, while you are watching one of those shows, the listeners around you try to beat each contestant to the right answers? Well, in the same way, your salesmen will accept these quetions as a challenge. They'll be eager to see how many they can answer while you are putting over the points you want to make.

3. Stimulation: Urging the boys on creates a delicate problem. It's one that calls for careful handling Salesmen, like all other people, an human and they need stimulation. But the kind that tries to incite the boys to go out and fight for dear of Buxby, or whatever, is out these days Ginger stuff simply doesn't go any



WHAT'S ON YOUR MIND? Pure Oil's "What's New . . . Sales Aids" gives answer to many questions its salesmen get from their customers and prospects on company plans and on dealer problems.

SE



Not a cough in a carload!

(with an offhand wave to Old Gold)

Last year swine producers on an inspection tour watched 140 pigs come charging out of a barn in a cloud of dust. Not one pig sneezed! Significance: Well-bred, well-fed, and properly housed hogs are not allergic to dust, get to market earlier, bring more.

Eggs by ear... A hen with red ears lays brown-shelled eggs. A hen with white ear lobes lays white-shelled eggs.

Like other manufacturers, the farmer has to know his machinery...and how to use it to best advantage.

Farming is a business... and the smarter farm businessman utilizes the newest research, test plot data, ag experiment station findings, to keep current with changes in the country's fastest changing industry.

Good farmers try new means for increasing cream in milk, stepping up size and number of eggs, growing more ears of corn per stalk and per acre, getting larger litters, turning turkeys from seasonal to staple sales, conserving the Spring rains for use in Summer... and getting better production at minimum cost!

Best opportunity for better business...is Successful Farming's circulation, the nation's best farmer businessmen, a major market of more than 1,200,000 families of which over a million are concentrated in the 15 agricultural Heart states, with the best land, best brains, best techniques, best yields, and best incomes... earning 50% more than the US average.

Advertising in general media misses much of the best food growers market, needs
Successful Farming for its deep penetration and wide influence based on forty years of service.
Highly prosperous, improving their production plants and homes, with big backlog of savings from the most profitable decade in agricultural history, the SF audience is today's best class market ... Ask any SF office for full facts. Successful Farming, Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.

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more. It lost its power about 25 years ago when the trend away from the rah-rah school began.

To illustrate the newer approach, we quote from a successful Seagram-Distillers bulletin:

"I realize that it is one thing to say 'now is the time' and a totally different thing to advise 'this is the way.' So, maybe some practical and down-to-earth thinking will help you make this your chance of a lifetime."

Then the bulletin goes on to show how to use special advertising material for Christmas promotion.

At the very opening of this bul-letin you get the feeling that this man sees the salesman's viewpoint.

4. Gossip: If your bulletin is lively, inviting, and full of human interest, it will get a reading. To give it that sparkle, include intimate, detailed stories of other people-the kind newspaper columnists have made popular.

"Metro Pulse," put out by the New York Sales Division of the Lily-Tulip Cup Corp., aims to be friendly and readable with items such as these:

"Have you seen Frank Guare's French beach photos? They are in technicolor. Don't miss them. . . . 'Hayseed' Gordon spent his idle days on a farm at Toms River with his lovely farmerette, Betty. . . . The Herman Schneider's are now four."

Salesmen read and actually enjoy this kind of information, which occupies almost a page in each issue.

5. Product Information: about your products are, of course, one of the most important sources of selling points for your salesmen. With that thought in mind, many firms today rely entirely upon the product information type of bulletin.

Johns-Manville, for instance, has two called "Flexboard Facts" and "Transitems." Each bulletin shows by description and illustration one specific way the product can be used. One issue covered farm structures and accessory building construction: another dealt with outdoor signs; a third discussed machine sheds.

Studebaker Corp. publishes "Tri-Tower Fact Service" which emphasizes design, engineering, and production.

One recent issue, on the subject of automatic transmission, dealt with improvements, starting and traffic speeds, getting out of snow or mud.

6. Handling Objections: Salesman A disposes of certain objections, circumstances, and situations that

trouble Salesman B. Salesman B solves problems that stop Salesman A. Both profit from an exchange of this experience. So do your men.

That's why they should write this section of the bulletin themselves. At least, they should supply the material. The kind of information you want to get, of course, is each man's story on the objections he faced, the arguments he used, and how he closed a tough sale. But getting the men to tell these stories is often difficult.

Solution of this difficulty, many firms have found, is a contribution contest. Yours might be titled: "How I Bagged My Biggest Order." You can offer inexpensive prizes, maybe a hat, a good pair of gloves, or a box of cigars. As long as you create the atmosphere of a contest, you will stimulate interest.

7. Advertising Campaigns: Every salesman needs to know how advertising can be used as a sales tool. He will be enthusiastic about the company's forthcoming campaign after a demonstration of advantages to

advertisements will give him.
As proof of this, John R. McCar thy, director of marketing for Sta gram-Distillers says: "Our salesme continually praise our promotions material as being an excellent source of selling points and ideas."

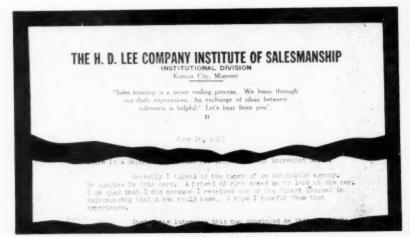
Here is part of one of their advetising memos:

"Checkmate"

"In chess, you checkmate an oppone when you maneuver your men about hing in such a way that he is blocked on all sides and can make no move the escape. Such a situation is illustrated to the attached magazine advertisement for Seagram's V.O., which will be appearing in magazines during April and May.

"Such a situation can't take place you substitute Seagram's V.O. for the king and make your sales efforts the protecting players. Your efforts then can checkmate competition, and you can maneuver into position very simply.

"You avoid being cornered, and ye make Seagram's V.O. a winner today and in the future by keeping your en



ONLY MIMEOGRAPHED PAGES: H. D. Lee's chatty bulletins to its food salesmen are full of product and sales policy information, and at the same time, provide home office recognition for salesmen.



INDUSTRIAL SALESMEN: The printed, four-page bulletins issued by Hercules Powder Co. are full of marketing news, discuss some phase of current advertising, and have personal items of general interest.



The fact is . . .



that the people . . .



who get around . . .



twice as much . . .



as average . . .



are also . . .



 \dots the very same people who are twice as good customers for YOUR product!

820,000 HOLIDAY families average 2.5 vacations per year (32% outside the United States) . . . drive 50% more than the national average . . . have more than twice the yearly income.

MENT

HOLIDAY ... the most MASSive CLASS market in the world!

on its distribution . . . by seeing to it that it is available in all stores and bars and not just a favored few.

"You make Seagram's V.O. a big factor by seeing to it that it has distribution in sizes, too. Not just fifths, but, pints, half-pints and miniatures where legal.

"You checkmate competitive brands by getting and maintaining position, by keeping the product on display, and by displaying and talking about the Seagram's V.O. advertising campaign—both magazine and newspaper—the top import campaign in the business."

8. Business Notes: One way to help salesmen with their planning is to keep them posted on what's going on in the trade and in business in general. An early 1950 bulletin of Pure Oil Co. furnishes this example:

"Uncertainty over prices is causing consumers and business to put off or cancel spending plans as Easter ushers in spring. However, with vacation plans coming up, the sales outlook for automotive products and services will continue to look brighter. One thing seems certain. Credit buying is on a sharp upward trend. Many former cash buyers are shopping around with budget in mind and many will be reaching for their credit cards during trip time."

9. New Product Development: Salesmen are always glad to hear about new items in the line. They particularly welcome something new that will help meet their customers' needs. Moore Business Forms, Inc., Niagara Falls, N.Y., recently introduced a new set of automotive record forms this way:

"Stop! You can't afford to set this bulletin aside . . . if you are a salesman who calls upon automotive prospects. Not until you've read it all the way to the bottom and studied the attachments. This bulletin announces four more new Automotive Stock Forms."

(Then follow the number and title of each.)

"Now you can file this—wherever you generally file bulletins!" (Note the humorous touch here.) "But if you're calling upon automotive prospects and you want to know the score, you'll do two things:

"1. Check these with their respective catalog pages for specifications and for description (what the form does).

"2. Place these four in a folder with the rest of your automotive form samples. There are more coming!"

10. Other Salesmen's Ideas: Our survey showed that salesmen really look for new ideas. When these ideas come from other salesmen, who have tested them in the field, they are particularly welcome.

The Pure Oil Co. in its bulletin offers the following idea:

"Over the coffee counter we put this question to our java drinking companion, knowing he would give us an experi-

enced answer: 'What would you be doing today, Ed, if you were a salesman again?' He swirled his spoon in the coffee cup and he said: 'I would use the easiest and most basic step in selling—make suggestions. Darn few salesmen today are using that simple method and you'd be surprised how easy it works to increase sales. As a matter of fact, to answer your question more specifically I would hammer home the suggestion with every account I called on that they start making suggestions to their customers.'"

11. Profitable Markets: One of the main functions of your bulletin is to remind your salesmen constantly of the profitable markets for your products. Here, for example, is how "Merchandising Memos," another Lily-Tulip Cup Corp. bulletin, helps the men to sell restaurants on the idea of setting up a "take-home food service:"

"As you can see in the attached ad, we looked at their problem (the restaurants') from a different angle—'supply the home, don't fight it.'

"This turned up as a bright, shiny new approach to selling restaurants paper service. Any restaurant is eligible and can be set up in the Take-Home business with a minimum of effort. A supply of containers and a menu near the cashier's desk is practically all that is needed, because the food and labor is already there. The containers can be filled with hot foods as ordered. In the case of specialty items such as salads, baked beans, desserts and frozen foods, the operator can prepackage.

"The attached reprint from the September issue of American Restaurant is good ammunition."

Now, let's turn to tested principles that will assure your bulletins a reading.

Before you begin constructing your bulletin, there is one key question you must answer to your complete satisfaction: "If I were out in the field facing buyers' objections day after day, what kind of bulletin would help me?" Then, be sure your men get that kind of bulletin.

Make certain, too, that it is:
1. Interesting: The No. 1 requirement here is news. Include only fresh, lively material. Offer exciting ideas. Deal with specific situation and how they were handled. Be sure the bulletin is sprinkled liberally with helpful, informative "how-toget more business" items. Make sure sales stories and cartoons tie in with the subject matter.

2. Easy to Read: You know, of course, that your salesmen are bust and their time is limited. Therefore, try to keep the bulletin short—down to one page if possible. In fact, the simpler, the better. That means shon sentences and short paragraphs, the familiar word instead of the strange, the concrete word in preference to the general, verbs rather than noun and adjectives. Nouns and adjective glued together by prepositions don't make for easy reading.

3. Friendly: To make your story friendly and interesting, get real people into it. Humor always helps, provided you can do it well. And when you sit down to write, loosen up. Don't be stiff. Instead, be informal and easy going. Keep your bulleting on the conversational and natural level. You can do that if you will write by ear; that is, write as you talk. Be sincere and enthusiastic without being false. Homely philosophy, personal gossip, "inside dope"—the little touches—will give your bulletins friendly appeal.

Right now, with the cost of keeping a salesman in the field at an altime high, bulletins can be an excellent, yet inexpensive, source of selling points and promotional ideas.

To make your bulletins effective, be sure they are written for the sale-man—not at him.



ONE OF 17 cardboard cutouts distributed by National Paint, Varnish and Lacquer Manufacturers Association to paint dealers throughout the United States. Reported to be an effective promotion, the figures are used with actual cans of paint. They appeal to dealers because the displays can be used to advertise any brand. They give paint brushes and other accessories added promotion. Created and produced by Einson-Freeman Co. lithographers, New York.

SE



That's night - no nefnigerator

(unless it's still in the appliance store where Big Sister saw it)!

Because, no matter what you may hear about the powerful female—or the dominant male—buying is a family affair in most of America's homes.

The way to sell refrigerators (and lots of other things, too!) is to talk to every member of the family through the magazine the whole family believes in—The American Magazine.

For it's a fact that this is the magazine best-liked by both men and women in more than 2,500,000 American homes. In these homes, The American Magazine is a thoroughly-trusted friend of the family!

Its readers (better than 85% of the men and the women and young adults) each spend an average of five hours and 24 minutes with every issue. And they believe in and act upon what they read in this—their favorite magazine.

Advertisers will find that The American Magazine is truly the magazine of opportunity...golden opportunity to sell an energetic, responsive audience of more than 2,500,000 prosperous American families.

THE A

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The Crowell-Collier Publishing Company, 640 Fifth Ave., New York 19, N. Y. Publishers of The American Magazine, Collier's and Woman's Home Companion.

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Display Angles

More and more manufacturers are recognizing the selfservice advantages of dispenser displays as a means of stimulating impulse sales. Some units have been designed to serve as a combination shipping carton and counter case and others to function as an advertising piece and take-home package.



SHIPPER DISPLAY has been utilized by Schenley Import Corp. for the "Get Acquainted" size bottle of Dubonnet. Advertising message is overprinted vividly in black and red on over-all linen weave design. The novel container has adjustable wings and a colorful red and white awning that flips into place in seconds. Fabricated by the Grand-City Container Corp.

DEALER SALES AID is designed to merchandise not only the hand power tool but also several often overlooked accessories. Printed in vivid orange and black on white board, and making liberal use of outline drawings showing the product in use, the container accomplishes its purpose of catching the customer's eye, or inviting handling and purchase. Produced by The Hinde & Dauch Paper Co. for The Black & Decker Mfg. Co.





CORRUGATED BOX takes on the job of selling cotton bag kitchen towels after carrying them in shipment. Bright-color in on silver-blue metallic background can sales messages and repeat elements of color-printed cellophane package or labst Promotion idea was developed through Textile Bag Manufacturers Association Display-box is manufactured for five major bag converters by Stone Container Company



SPACE-SAVING CARTON when opense effectively presents twin back-up lamp. The automatic switch, mountings and both complete with step-by-step installation directions, are contained in the unit. Color are yellow, red and blue with black at white printing. Made for Yankee Method Products Corp. by S. Curtis & Son, In

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SHORT COPY sells tires



"Outdoor posters with dealer imprints most successfully promote U. S. Royal Tires nationally and identify our dealers — with great local effectiveness."

> CURT MUSER Manager, Advertising & Sales Promotion U. S. ROYAL TIRES



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One of a series of advertisements promoting a better understanding and appreciation of Outdoor Advertising — sponsored by

The Standard Group

OF OUTDOOR ADVERTISING COMPANIES

serving one-fifth of the nation's consumers . . .

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JOHN DONNELLY & SONS . CENTRAL OUTDOOR ADVERTISING CO., INC. . THE PACKER CORPORATION WALKER & COMPANY . WHITMIER & FERRIS CO., INC. . ROCHESTER POSTER ADVERTISING CO., INC. E. A. ECKERT ADVERTISING CO. . PORTER POSTER SERVICE . SLAYTON & CO. . THE HARRY H. PACKER CO. BORK POSTER SERVICE . SUNSET OUTDOOR ADVERTISING CO. . BREMERTON POSTER ADVERTISING CO. C. E. STEVENS CO. « STANDARD OUTDOOR ADVERTISING, INC., 444 MADISON AVE., NEW YORK 22 »

MERCHANDISING IMPACT built on Facts from Forbes

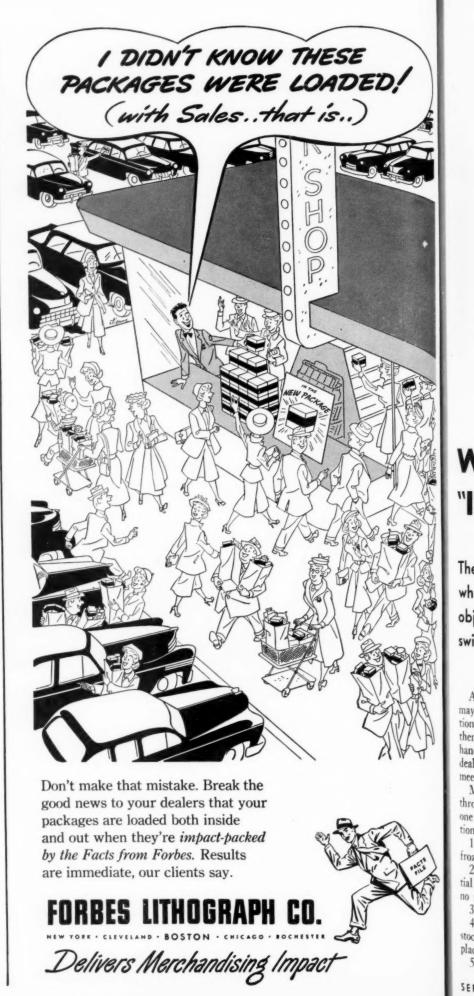


MERCHANDISING SENSE stands out in these Foss packages letter-pressed in 4 colors by Forbes. The unique "Big Saving" display flap on the combination-sale package, the radio advertising tie-up flap on the Vanilla package, the prominent offer on the bottom of each, and the billboard effect of the new Colors package all add up to factual planning. Notice, too, that the design of the Combination package retains the identities of the individual packages. Schlotterbeck and Foss Company's agency is Sutherland-Abbott.



color sells goods for Gracious Living, Inc., promotors of a Club Plan of buying. Their 32-page, 9" x 12" Catalog Booklet, lithographed in 4 colors by Forbes, features life-like reproductions of nationally advertised products in a sales-compelling way. Promotional folders, also capitalizing on the winning appeal of color, offer valuable premiums to members of Gracious Living Clubs at no extra charge. Advertising agency for Gracious Living, Inc. is George Goldsmith-Harold Tregar, Inc., Providence, R. I.

FACTS FROM FORBES help you increase the effectiveness of any form of printed merchandising. These facts come from Forbes' long experience, up-to-the-minute continuing studies and *unique* facilities in lithography, letter-press, web gravure and die stamping under one-roof management control. Ask the Man from Forbes to tell you more.





EWING GALLOWAY

When the Dealer Says "I'm All Stocked Up"

The best cure for the frustration that besets a salesman when he hears the most common of all retailer buying objections is a thoroughly mastered repertoire of tactical switches he can make when his approach hits a dead end.

A salesman who calls on retailers may hear 25 different buying objections in one day. He's heard all of them before. The toughest one to handle is the statement that the dealer has enough stock on hand to meet his needs.

Most of the "stocked" objections thrown at the salesman arise out of one or more of five common situations:

1. A temporary drop in sales has frozen all buying.

2. Having placed a few substantial orders that day, the dealer has no more "appetite" to buy.

3. The dealer is fully stocked, or 4. The dealer thinks he is fully stocked, but has really failed to replace the fast sellers in the line.

5. Competitive stocks prevent the

sale of a new line, or of a new stock of the same kind of merchandisc.

When one of these situations exists, what can the salesman do to meet it?

The first of these sales resistances appears early in the presentation, almost immediately after the salesman has made his opening. Few men ever get very far into the demonstration before the retailer cuts them short with "Not doing any buying. Have enough stock on hand to cover what little business I'm doing these days."

It is better strategy not to ignore

BY W. C. DORR Sales Consultant this stoplight. Further persistance may get a small order but, for the most part, the turn-down will be repeated and with an animus that may cause loss of both the order and the customer.

The probable move here would be in one of three general directions, diverted temporarily from the sale, but so related that when an interest is aroused it can be converted into a bid for an order. Acknowledging the buyer's contention without arguing the point, the salesman can

(1) comment on the fallacy of stopping all buying when sales are behind. That's how better selling items get out of stock. Then tradeups are lost, as well as the "anything else" merchandise that helps fatten up the sale. Thus the salesman pyramids the importance of selective buying, of which several of his numbers are excellent examples;

(2) show how his line—backed by advertising—may be the means of moving some of the dealer's related merchandise. Directing attention entirely to the static inventory, he can present ideas that have shown substantial results in stores similar to his store. A few glossy photographs of such setups help measureably;

(3) temporarily transfer the interview to a discussion of the dealer's business. Cooped up all day, the dealer has little opportunity to see how the other fellow does things. Here is the opening for that new idea that has clicked in other locations. Or, it may be an appraisal of the value to his business of that new neon plastic sign which sparkles its message with reflected light. That brings his windows up for attention. They are his salesmen. Here are some new samples for them. Here is the opportunity to continue the presentation in a more favorable atmosphere than when it was begun.

These and similar come-backs have registered with merchants who are hungry for ideas that can stimulate sales during off seasons. The salesman who projects himself into his prospect's business gets on an even plane with his customer. Whether he gets an order that trip or not, he has laid the right foundation for future calls. He is on his way to becoming the "buyer" for his line in that

store. And isn't that the acme of salesmanship?

The second situation is more a mental resistance on the part of the retailer and is harder to diagnose early in the presentation. In fact, a salesman may go through the entire story and, unless he knows how to recognize and cope with a "fish-eye" buyer, he wastes a lot of time on a dealer whose interest is practically dormant. The interview is often terminated with a vague promise to "see me on your next trip."

It is well to remember that, for the most part, the small retailer buys as he sells. With limited receipts, his first few purchases may well top his total income for that day. Succeeding propositions lose their flavor. His "appetite to buy" has been sated a sales hurdle harder to take than a department store's "not open to buy."

As the day lengthens there is a tendency for this resistance to increase. The real loss in sales is suffered by the man who has not learned to plan his calls so that he spends his best selling time with buyers whose potential is greatest.

That is one reason why the "cloverleaf plan" of coverage is so effective in building territory sales. Where it can be used, it brings the salesman back to the major buying center several mornings in a row. Afternooms are used for coverage of secondary outlets in outlying districts. That's how he catches all the top accounts in their best buying moods and takes his lickings where it doesn't hurt too much

Saving Selling Time

Additional value of the cloverleaf plan is in its conservation of selling time. Some salesmen will continue to call on busy key accounts well into the afternoon. The sale is interrupted as the merchant leaves to wait on customers. With samples strewn all over the place, the salesman continues to hang on until he finally ekes out an order for a couple of numbers, actually placed to get rid of him. He no doubt could have made more calls and probably could have written more business in third-rate stores.

And now let's consider the turndown by the dealer who is fully
stocked, generally because of some
break in merchandising continuity.
The result is a flock of stagnant
goods, too often still unpacked in the
stockroom—all because the clincher
selling job of getting it up on display
had not been done. To be sure, the
dealer had promised to "find a nite
spot for the deal," but other salesmen
were smart enough to stake out their
own claims on definite locations in
the store. That's why they were able
to get their products right up to the
"3-foot line."

Take the merchant who is out of the leaders or low-price items that move out quickly. The stock of higher-price, longer-profit merchandise, marooned by the lack of sales personnel education, has to be reseeded or it soon becomes a returned-goods problem for the credit department.

Here we find the come-back grouped in three major categories:

Point-of-sale techniques
 Stock servicing routines

3. Sales aids for store personnel Based on service and consideration for the customer's interest, all three combine to give the salesman a number of supplementary moves so needed when the standard presenta-

tion misses fire.

Of the many purposes served by point-of-sale material, none is of greater importance than its effective ness in re-activating a sluggish account. In salvaging a disgruntled dealer, it provides a means of rebut

Editor's Note

Despite the fact that a defense economy has somewhat altered the market picture since Mr. Dorr undertook the assignment to produce this article, it would be unrealistic to shelve it on the assumption that we are back in a sellers' market. We aren't.

The fact is that, with the exception of department-store buying in cities, sales to retailers are following pretty much of a normal pattern. Mr. Dorr's own work as a sales consultant bears out this statement. In a note to the editors which accompanied the delivery of this manuscript, Mr. Dorr had this to say:

"On two separate occasions in the past 30 days I have been active in the field, first on a new product market study, and then on a training stint with unproductive salesmen. In the first instance, I noted little or no scare-buying by dealers. Discussions with the trade aroused no particular interest in a new product, its sales potential, or its possible value as a substitute for lines in future short supply. In short, the survey met with the normal market percentages of yes and no reactions.

"While working with salesmen, I found no eagerness to look at the line. True, we were opening up new territory against intrenched competition, but we did not expect the number of brush-offs and stalls that we got. In fact, there was even a poor reaction to a special technique devised to meet that situation. Instead, we had to plug away at all the intangibles of the sale, and with meager results. Certainly these are indications that the buyer is still in the driver's seat . . .

"From my position out in left field, it looks as though our salesmen will have to continue batting against some pretty good pitching from their prospects. Order-getting tactics and competent rebuttal material are still a bit away from the moth balls."

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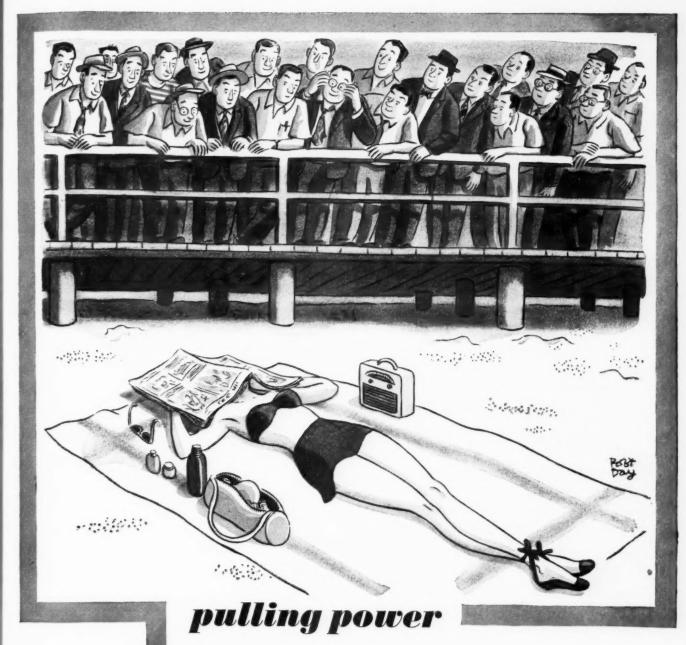
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Some things will always draw a crowd! And First 3 Markets Group's over 7,000,000 families is a large crowd. In 1522 Cities and Towns that account for 41% of total U.S. Retail Sales First 3 Markets Group delivers 49% average coverage.

the group with the Sunday Punch

NEW YORK SUNDAY NEWS CHICAGO SUNDAY TRIBUNE PHILADELPHIA SUNDAY INQUIRER

rotogravure colorgravure picture sections magazine sections

New York 17, N. Y., News Building, 220 East 42nd Street, VAnderbilt 6-4894 . Chicago 11, 111., Tribune Tower, SUperior 7-0043 San Francisco 4, Cal., 155 Montgomery Street, GArfield 1-7946 . Los Angeles 17, Cal., 1127 Wilshire Blvd., MIchigan 0578



ALERTING prospects to future calls by sales representatives of Aatell & Jones, Inc., these post cards are personalized with time of call to be filled in (lower right). They are designed to be door-openers.

tal and a course of action which is far more productive of sales and better dealer relations than a lame rehash of the presentation.

Instead, the "stocked" turn-down by the dealer is countered with a question about the display which was included with the original order. Here the dealer card pays off for the time spent in keeping it posted not only with the merchandise ordered, but with each piece of promotional material requisitioned.

In many cases the display has been used. It has sold some of the items, but not enough to arouse any particular interest, leaving stock unsalable because of incomplete assortment. What a nice opening that is to bring the selection up to standard, to rearrange the quantities according to resale requirements and to tell the dealer how to trade up the line!

It is well to remember that sales are always good when a new line is on display. Everything is bright and shiny. Dealers and salespeople seem to favor it against older products which they have become more or less used to having on display. Its newness is a good shopper-stopper.

That is why it is so important to follow up new installations promptly and as often as possible. Fill-in business comes easily. There is no subsequent slump in sales to cause loss of display position. The fixture becomes rooted to begin another job: creation of a latent buying power through the return of the consumer who remembers "where she saw it on display."

The real headache comes when the display fails to arrive in time to use in a window which the salesman had won for his line, often against stiff competition. When this happens the salesman has to take a dressing-down and face the utter dissatisfaction of the dealer and his threat to return the entire shipment because promotional material—the raison d'etre of the sale in the first place—never did get to the store.

Special display requisitions are often the cause of these two difficulties. To avoid this needless impairment of dealer goodwill, many companies bill displays on the merchandise invoice as n/c items. Sometimes it helps to take the sting out of a customer's complaint with the observation that it should have been handled the same way as a merchandise shortage is handled.

Makes Second Try

So, whether it is with the unopened display still in the stockroom or with some other material from his car, the salesman makes a second try for position. He may not be able to get a window, although some salesmen have been known to clean out and make up their own windows. Even a temporary counter setup has helped tide over until the next window is available. Then there is always that bottom of the floor-case which nobody likes to tackle and which can produce a lot of sales and consumer impressions, provided there is sufficient approach space to catch the

downward glance of the shopper.

Valuable as all these tactics are in getting orders and stimulating resale of the product, there is a far greater return to the salesman in improved dealer relations. It pays off in greater cooperation from the merchant, and the end result is a mutual understanding that can defy competition relying solely on high-powered presentations.

Stock servicing is also productive of a number of good come-back tactics that help to bypass a "stocked" resistance. In their performance they open up the possibility of writing an order on missing items. Every line has plenty of them. For example:

- 1. In the beverage industry, servicing the cooler is almost gospel with route-salesmen. Too, handling empties, organizing the stockroom, showing the retailer how to handle his "wild-cats" and bringing up a stack of empties as "proof-of-sale" have helped to raise a regular 5-case buyer to a 10-case weekly order. In return for these services, the route-salesman generally gets the favored right-hand side of the cooler or a floor stand near the cash register.
- 2. One manufacturer of small mechanical devices equipped his men with winders to limber up the springs and prevent the return of his product. Of course the dealer had no objection to that helpful service. Neither did he object to replacing the "outs" in the stock when they were tactfully called to his attention.
- 3. Taking returns of defective and damaged goods off a retailer's hands has paid nice dividends in orders. Certainly it is easier to tell him to send them back to the factory. However, when a salesman takes time off in the evening or on Saturday for that job, he is building for himself a business that will stand up against any competition, even including a lower price for equivalent merchandise. Dealers appreciate that kind of help.
- 4. Missmates in stock cause a merchant no little concern, as does a \$5 item in a \$2 box. Re-tissuing stock boxes, replacing window-worn containers, polishing metal goods, checking sizes—all are welcomed by the busy dealer. Sometimes they are productive of orders. Each time it is done there is another link added to the chain of goodwill.

To these time-tested techniques others may be added: periodical stock-balancing programs which some companies find so effective; sales aids such as (a) getting behind the dealer's counter to understand his problems with the consumer, (b) pounding away at sales personnel educa-



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tion. (They like to show a product about which they can talk intelligently to their customers.), (c) helping the dealer with his outside contacts. (In some trades, this is often the principal means of getting the merchandise into the user's hands.)

The fifth major buying resistance—competitive stocks sufficient for the retailer's current needs—presents a rugged road block, even to a product backed by strong sales promotion. To the new line fighting for a foothold against intrenched competition, it is at times almost insurmountable.

This is a situation that cannot be

resolved solely by an impassioned portrayal of benefits that will accrue to the project. Rather, when a sale is made, it is mainly because varied resistances are neutralized by sound come-back tactics that remove objections and substitute logical reasons for making the purchase.

Let's consider a few of these cross currents of selling through which a salesman has to learn to pilot his

quest for the order:

1. "I'll wait until I get a few calls," or its mate "I don't have any call for your line." This should have been anticipated when the window or

counter display was set up as the "link" between the acceptance created by advertising and the sales in the dealer's store. Like any other salesman, the dealer has to ask for the order. His customer is the other fellow's customer, too, but only when he is reminded to buy does the latter really make the purchase. Just ask the retailer if he has ever heard "Oh, I didn't know you carried that line." And this to a man who prides himself on carrying the best assortment in town!

2. "I'm simply duplicating stock." This will not stand up long against something new, a price range that will round out the dealer's present stock or some service not now provided by the goods he is showing. But the company is not interested in merely dividing up his present business. The way to prove this is to make up a merchandise test with the special items suggested. As has happened in similar cases, there is the substantial new business created, plus the opportunity to move some of the present stock. Thus the merchant can properly appraise the sales capacity of the new line and decide what assortment will best fit his needs.

3. "My people will buy what I want to sell them." This from a man who brags that he can switch any inquiry that comes into his store, a rebuff that will come occasionally when the salesman has placed too much emphasis on the pulling power of the advertising. He has used it as a club instead of a magnet to get the order.

Salvage a Sale

Sometimes the sale can be salvaged by this answer: "Mr. Dealer, when a customer makes his own selection he accepts responsibility for his choice. When you switch him you assume that liability, something that takes a lot of selling time and for which you get no extra profit. And if there is a service return, the consumer puts the blame up to you. Why not let him select? They are all good lines."

So much for tactics that can pull an order out of the fire when the dealer comes up with the objection that he is stocked. But more important than any specific answer suggested here is the matter of principle involved: the principle that successful handling of objections rests on the salesman's ability to anticipate resistance and to plan a line of action to meet each objection. He must have strategy. Otherwise he will find himself high and dry and he will be tempted to resort to mere pressure and thus jeopardize all future relations with his buyer.

WORCESTER'S WONDROUS TWINS

1. high buying power

Worcester's High Buying Power is in



Figures

HE yearly retail sales
volume of Worcester—
the Central New England
Major Market — reaches
\$474,773,000*. More
than half a million people

here spend \$135,118,000* on food, another \$14,194,000* on drugs, and \$24,449,000* on home furnishings.

In addition, Sales Management this month

labels Worcester a Preferred-City-of-the-Month.†



2. intensive newspaper coverage

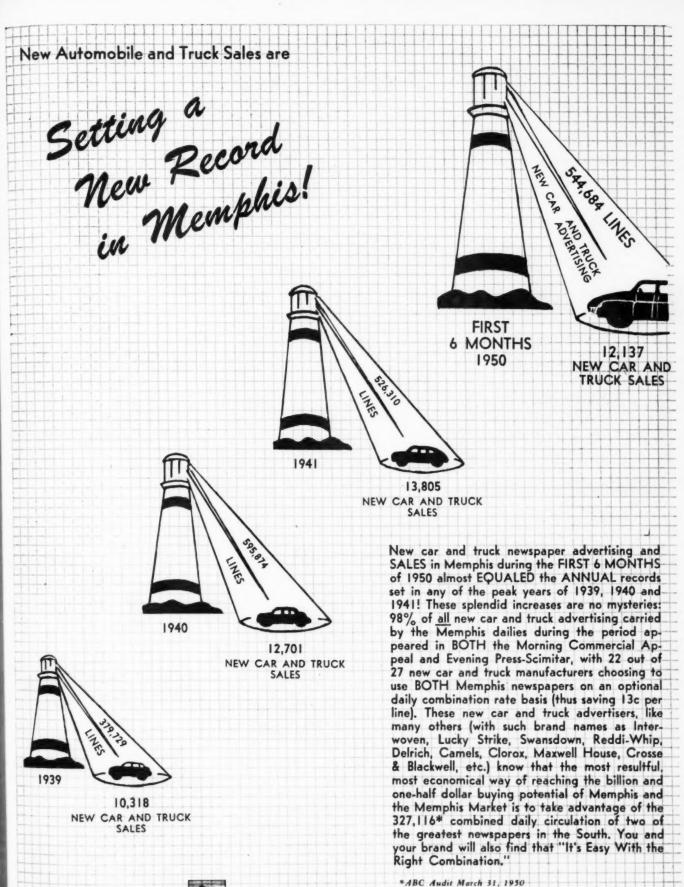
Thorough coverage of this Market followed by remarkable responsiveness is yours through the pages of the Telegram-Gazette, daily circulation in excess of 140,000; Sunday over 100,000.

* U. S. Census of Business † Copyright Sales Management Inc.

The TELEGRAM - GAZETTE WORCESTER, MASSACHUSETTS GEORGE F. BOOTH Publisher-

MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES

OWNERS of RADIO STATION WTAG





Scripps-Howard Newspapers

MEMPHIS PRESS-SCIMITAR THE COMMERCIAL APPEAL

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DAVID OUT-PULLS GOLIATH

Mr. A. (name on request) spent \$10,560 in Foreign Service, the V. F. W. magazine, and reaped \$50,704.58 in cash "orders."

Mr. A. also spent \$19,090 in Life Magazine and counted \$33,893.27 in cash returns.

The sales message, format, etc., were identical in both magazines. Yet Foreign Service accomplished the miracle of out-pulling one of America's greatest magazines.

WRITE TODAY FOR FREE SAMPLE COPIES OF LAST THREE ISSUES

Foreign Service

THE V.F.W. MAGAZINE

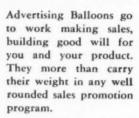
Dan B. Jesse, Jr. & Associates, Inc. Advertising Directors 10 East 43rd St., New York 17, N. Y.

RICHFIE

BRIGHTONS

METAL POL

BALLOONS MEAN BUSINESS



EAGLE Balloons have spearheaded many effective advertising promotions. Eagle is geared to make sales-producing balloons in any quantity.

Find out how little they cost — write - wire or telephone today.

Eagle Rubber Co., Inc. Ashland, Ohio, Dept. A



EAGLE RUBBER CO., INC. + Ashland, Ohio

Now Comes "Bib", Canned Orange Juice for Babies

Harvey Greenspan spotted a market—then tailored a product to fit it. "Bib" was first tested in Tampa, Florida now has substantial distribution in the New York area.

Offhand, there wouldn't seem to be much of an opportunity for another canned orange juice. Yet "Bib", a prepared juice exclusively for babies, has attained a substantial foothold in the New York market and is now being introduced in other cities.

Even though public acceptance of concentrated juices is rapidly rising, and competition in the specialized baby foods industry is stiff, Harvey Greenspan, founder and president of Bib Corp., had the conviction that sales potentials for an orange juice strictly for infants was enormous.

He reasoned that orange juice is one of the two most important elements in a baby's diet, and he felt that if he could produce a canned juice that would meet the medical profession's stringent requirements for infant feeding, he would have a product that would sell.

Scientific Approach

As a result Mr. Greenspan embarked on an intensive product levelopment project and built a laboratory and pilot plant in Lakeland, Fla. One of his first problems was the elimination of all peel oil-an operation virtually impossible in ordinary machine-squeezing processes. The presence of peel oil, because of the indigestible hydrocarbons and strong flavor it contains, is one of the principal reasons why so many pediatricians and mothers reject most canned fruit juices for infant feeding. To overcome this obstacle, the Greenspan researchers devised method of custom squeezing in which oranges are sorted for minute variations and routed to squeezers which exactly fit the sizes of the individual oranges.

The next problem concerned the juice strainers. The ordinary metal strainers have a tendency to oxidize and destroy the juice's Vitamin C content. Experimentation led to the selection of a platinum-silver alloy as the safest for strainer construction.

Flavor control and Vitamin C standardization were other objectives

and entailed over a year of research. In this the company was aided by the U.S. Department of Agriculture and the Citrus School of Florida Southern College in Lakeland. Samples of each daily run of juice were sent to the Department of Agriculture and the American Medical Association for testing, and when their records indicated that the product met all standards for infant feeding over a period of six months without variation.

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Mr. Greenspan prepared to star market testing in June 1949. As soon as the American Medical Association granted Bib its seal of approval the company forwarded samples of the product to doctors and pediatricians throughout the country, soliciting their comments and advice. Although the majority of doctors previously had held the opinion that only unprocessed juice was suitable for babies, over 90% of those doctors replying commended Bib and stated that it more than met their requirements.

The initial market test in the



SINGLE serving in baby's own style package met medicine's high standards

Tampa, Fla., area proved conclusively that mothers welcomed a medically approved juice product—one which would free them from the daily chore of orange squeezing.

Inasmuch as Bib is a "single product" setup, the corporation, rather than build a sales force of its own, appointed grocery brokers in the ma-

jor metropolitan areas.

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Spearheading the distribution drive was the Paul Sayres Co., appointed to handle Bib in the Metropolitan New York, New Jersey and Long Island area. Sayre succeeded in obtaining 100% chain store distribution for Bib, with substantial additional coverage through leading wholesalers, independent super markets and retailers as well—all within 90 days.

In briefing his field representatives on Bib, Paul Sayre, president, made it clear that theirs was an educational job. He stressed the necessity for pointing out to buyers the contribution Bib could make in giving them more complete baby food departments and in helping them to better serve customers who were mothers

of young children.

The convenient, single-serving size of the Bib container, the fact that each can gives an infant its complete daily requirement of Vitamin C, and the product's acceptance by the American Medical Association were selling points the Sayre men highlighted. The juice's standardization and the elimination of the orange-squeezing chore were other factors emphasized in the salesmen's presentation to grocery buyers.

Advertising Follow-Through

Because of the penetration achieved by Sayre in the Metropolitan New York market, Bib's advertising agency, Blaine-Thompson Co., Inc., chose it as the first area to be accorded advertising support. Full-page advertisements have appeared in local dailies and in Sunday magazine sections of the New York Herald Tribune and The New York Times and consistent, follow-through advertising is scheduled. Furthermore, both the Atlantic & Pacific Tea Co. and the Grand Union Co. have tied in Bib with their own advertising.

Coming Soon:

... In Sales Management ... articles on:

Merit Rating: How It Upgrades the Work of Industrial Salesmen

150 Advertising Agency Executives Pick the Best Test Markets

Capital Airlines — How They Grew and Grew

New Management Patterns for a Defense Economy

And starting October 1: High Spot Cities in Canada



SALES AIDS





SHOW 'EM MORE

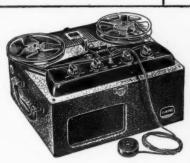


TELL 'EM MORE





- AMPRO Stylist
 16mm SOUND PROJECTOR
 - ▼ Effective for Sales Training!
 - ✓ Useful tool in Public Relations!
 - Unbeatable for Selling Intangibles!



\$10950 Complete

AMPRO 731

- Record Sales Meetings and Conferences!
- Record Messages to be sent Distant Salesmen!
- ✓ Get Verbal Shorthand . . .
 Dictate Correspondence!

Ampro Stylist—a really practical projector for sales use! So light a woman can carry it—weighs 29 lbs. So simple to set up, thread and run, an office boy can operate

it. Runs a full hour without reel change. Streamline your selling —check and compare the features of \$500.00 projectors with the Ampro Stylist! Amazing Ampro 731 Tape Recorder—World's Lowest Priced! Hear what you record immediately... use the same tape over and over... erase or keep the message, as you desire...records two solid hours on a single 7" reel of tape. This remarkable tape recorder is easy to operate—easy to carry weighs just 17 lbs. See your dealer!

AMPRO Corporation 2835 NORTH WESTERN AVENUE • CHICAGO 18, ILLINOIS (General Precision Equipment Corporation Subsidiary)

8mm Cameras and Projectors

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lards.

MENT

16mm Sound-on-film

Slide Projectors

Tape Recorders

The life of Mr.R..

He's middle aged and medium height, medium stout, medium gray...as ordinary looking a man as you'll see anywhere.

He speaks to everybody in town. To the ladies and kids, he is Mr. Riley. By custom, every local male over sixteen calls him Joe.

However, if you list the big shots in town, Joe Riley's name will come close to the top. Whenever somebody has to put the heat on the legislature, or head up a fund drive, or handle a civic headache, Joe is first choice for the job. He's a member of the Town Council and School Board, and a past president of the Chamber of Commerce and Rotary.

A couple of years back, when a big company was looking for a branch plant location, Joe had pictures taken of the town, lined up a list of the kind of workers needed, went to New York, sold his town to the big company.

JOE RILEY is that stock character, the self-made man. Farm boy, finished high school, got a job in the bank. He figured there ought to be a future in automobiles, and the bank lent him the money to get a dealer franchise.

The business did well until 1930. The next four years were brutal. Joe kept going on repair jobs.

As other dealers folded up, the manufacturers switched the franchises to Joe. He ended up with three makes of cars, a line of trucks, and as state distributor for tires and accessories.

When he put up a three-story building in 1940.

J.H.RILEY Bew & USED CARS

when he put up a three-story building in 1940, some people thought he was nuts. But during the War, he had more service work than he could handle. Ever since cars came back he's been a Big Operator...with an income in six figures!

Beside his own business, he owns a couple of farms, some town property; and a piece of three businesses started since the War.

Joe lives in a big old house with well kept grounds, no better looking than a lot of houses in the town. But the new party room in his basement

Defeating Defeat... A year ago, Cheboygan, Mich. streets were potholed, stores needed paint, half the workers were idle... Today the town has new business and a fresh spirit. Read "The Boot Straps of Michigan" by Holmes Alexander.

CASH REGISTERS . . . John Patterson with an idea and an old factory, made cash registers a general utility . . . "The Man Who Sold Honesty" by Roger Burlingame. PSYCHOANALYST OUT?...Square dancing seems to cure everything! "The Turkey's In The Straw Again," by Joseph Stocker.

Scaling Up Production... A New York company increased efficiency of office workers 60-95% with background music . . . "The Music That Nobody Hears," by Lawrence Lader is well worth reading!

AND A DOZEN other significant articles for the business man... in September issue.



ARMENIAL THRUMAN



is well stocked. And his guns and fishing tackle set him back several thousand dollars.

Joe entertains a lot, mostly for business. In the summer months, his tab at the Country Club may touch \$500. Last couple of winters he and Mrs. Riley spent a month in Miami.

IN JOE RILEY'S town (pop. 15,000), there are at least fifty men whose incomes are on a par with New York City vice presidents...but they get more out of life, and more for their money!

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In the small town housing costs less, and living costs are lower. Domestic servants are not high priced specialists. Income, after taxes, includes more loose spending money. And the prosperous small town business man comes as close to the legendary life of Riley as anybody can these days!



Few manufacturers are aware of the luxury market today in small towns...not many prospects per town, perhaps, but an awful lot of towns!

If our business were automobiles, caviar, fine furniture and furnishings, television sets, air conditioning, bathroom fixtures, liquor, securities, speedboats, tires, annuities, power lawn mowers, brandied kumquats, or the best of anything in its class—we would go to the small town market.

And we most certainly would advertise our products in Nation's Business!

Nation's Business is the largest medium to business men. Its circulation is in excess of 675,000—almost twice that of any other general business publication.

Why so many business men like this magazine is another story . . . That they pay \$15.00 for a three-year subscription is evidence they want it; that the majority renew, is further evidence.

National Analysts study of 1949 showed that 24% of NB subscribers earn more than \$10,000 and 64% upwards of \$5,000. And 91% influence their firms' expenditures!

With more circulation in major cities, and among big company executives than any other general business magazine, Nation's Business also offers 250,000 business men in small towns—a tremendous plus of high buying power!

If you don't know as much about Nation's Business as you should call the nearest NB office.

NATION'S BUSINESS

WASHINGTON, NEW YORK, CHICAGO, DETROIT, CLEVELAND, SAN FRANCISCO, LOS ANGELES, SEATTLE AND DALLAS



THE BRASS GETS THE WORKS: Kidding the to sales executives was a key part of Trane's conter strategy. These are the sales managers of the fin departments in the contest. Personalities are needed

When Contests Are "Old Stuff," How Can You Find a New Angle?

The Trane Co., an old hand at promoting its heating and air conditioning equipment through contests, threw away some of the basic rules in its Sales Carnival. Here's a recap of incentives which produced quota-breaking sales.

BY ROBERT SHONFELD The Trane Co.

Sales contests are a lot like horseradish . . . they can be wonderfully stimulating, but they can be overdone. With contests, as with horseradish, a little goes a long way. If too much is used, the effect is lost.

That, in a nutshell, sums up one of the biggest problems that the sales and advertising departments faced when The Trane Co., La Crosse, Wis., opened its Sales Carnival this spring. Contests were old stuff for most of the Trane salesmen. The company, manufacturer of heating and air conditioning equipment, had been running contests on its various lines for years.

So, to stir up interest, the new contest would really have to be different. The contest was different, and it did stir up interest (and sales. too), but some "basic" sales contest maxims fell by the wayside in the

First of all, there were the contest sales goals. "Never have more than one sales objective for a contest," says the rule book. The Trane Company's 1950 sales contest set up two quotas for its sales force. Chief target was \$1,000,000 in sales for the six-week contest period. This quota was for

HIGHPOCKETS: M. L. Hoglund, manager of Refrigeration and Self-Contained Air Conditioner Sales lets himself be kidded.

HOME OFFICE TIE-IN: Field salesmen got a spin on the Wheel of Fortune for each sale. Salesmen could pick one of 12 girls.

SHELL GAME: It was was one of the trick mailings to salesmen. A new idea went out every week to the field, maintaining interest. six selected lines from the company's Air Conditioning Division.

The sales department also wanted to put extra sales emphasis on one of the six contest lines - the Self-Contained Air Conditioning unit. So the Self-Contained unit got its own quota.

Those two quotas, then, were the major goals for the Trane sales contest this spring. The main job would be to light-and hold-that spark of competition between the sales offices.



SALES MANAGEMENT

But there were several factors that would tend to dampen the matches.

As mentioned before, the majority of the Trane salesmen were veterans of many a sales campaign and contest. Then, too, there had been a sales-quota-breaking drive for the three months previous to the contest. Although this campaign was highly successful from a sales standpoint, it could easily take the edge off any contest following right on its heels.

The contest would also have to cope with the nemesis of any sales promotion that runs longer than three weeks-the mid-contest sag. It would have to have changes of pace, planned explosions, built-in surprises. And it would have to hold the interest of management, as well as the interest of the sales force.

Finally, the contest would have to fit the Trane sales offices. These offices were scattered all over the country and varied in size. All offices and all of the salesmen must have an

equal chance to win.

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Thus the contest had its work cut out for it even before it had a name. That name (and theme) was the next step-and the next apparently broken rule. The book says, "A good ontest theme is one that has a builtn element of competition—a horserace, treasure hunt, golf game, etc."

Without rejecting the competitive spirit one bit, we built the contest on a carnival theme. Reasons: lots of color, a familiar idea, plenty of chance for changes of pace-and, beeve it or not, enough of a source competition for three contests.

The games and events at a carval-shooting galleries, pie-eating ontests, horse races, the battle royal gave the cue for the contest setup. Instead of giving the sales force just one game to play, or just one course to run for the six weeks, the Trane Sales Carnival offered five weekly contests. During the first week of the contest, the salesmen (they were "carnys" by now) were shooting at sitting ducks in the midway's duck-a-luck game. Throughout the second week, they were riding their product horses at the carnival race track. Then it was guessvour-sales-weight week, and they were aiming at their own estimates of their third week's sales. During week number four, the salesmen were gulping sales pastry in the pieeating contest. And for the final two weeks of the carnival, they were pitching in at the battle royal.

Same Scoring

The scoring on each of the five events was basically the same, so the men didn't have to learn new rules every week. How well a sales office did, depended on what percent of its quota it sold during a given week.

Many of the biggest contest knots unraveled with this "five-contestswithin-a-contest" scheme. First of all, there would be no drop in interest with the quick changes of scenery. With the offices starting from scratch in the scoring each week, no one big sale could throw all the winnings over to any single office. Winning offices would be those that did a consistently good selling job during the duration of the contest.

Officers were grouped into eight teams. Offices with approximately equal quotas were on the same team, and the teams were paired off for the

weekly contests.

(Right here, we should explain that all contest awards and bonuses were in prize points. These points, in turn, were redeemable for merchandise prizes in a prize catalog.)

Each team had a jackpot and competed each week with another team for prize points for its jackpot. The team in each pairing to have the best overall record during a given week would win the big point award for its jackpot that week. While the teams raced for points for their jackpots each week, the offices on each team competed for a share of their team's jackpot winnings. At the end of the carnival the three offices with the best sales records on each team would split the team's jackpot.

Prize points could come from another direction, too. Once an office reached 65% of its total contest quota, it collected points for each sale. When the office broke its quota it doubled its prize point holdings. And if an office broke both its total quota and its quota on Self-Contained Air Conditioning units, it quadrupled its winnings.

With the team-and-jackpot deal and quota-breaking incentives, the carnival contest had three-way competi-

1. Offices "competing" against their total and Self-Contained unit quotas-and the 65% minimum.

2. Offices racing for a share of their team jackpot points.

3. Teams fighting to build up their jackpot in the weekly pairings.

Small offices were on an equal footing with large offices. Two, not one, grand champions would collect big point bonuses at the end of the contest. One would be the dollarvolume king, a big-city office for sure. There would also be a percent-ofquota champ. Past experience showed that it was always one of the smaller





SEPTEMBER 15, 1950

offices that shot farthest over its quota, so the score would be even on those awards.

One vital cog in the contest machinery was its official newspaper, the "Carny Barker." The Barker went out to the field every working day. It carried news of the day's orders, light tidbits about the salesmen, notes about the contest progress and plans, and just plain pep-talks.

Names, lots of names of salesmen and their offices, formed the bulk of the "Carny Barker" copy. Of course, the paper's entire tone was light, in a mock pitchman's style. Puns, hokum, and just plain corn was the formula.

Just to Tease

Plenty of cartoons and pictures hopped up the "Barker," and we didn't spare the dignity of sales department heads one bit. Stripped-in, retouched-in, or posed, salesmen and department managers alike appeared in barkers' costumes, on merry-gorounds, and in front of midway tents. It was this good-natured approach by the home office, as much as anything else, that put the sales force in the carnival mood, in the selling mood.

Perhaps no contest is complete without its teasers and its characters. The Trane Sales Carnival was complete. The first inkling the field force had of the contest was a letter from one M. Stranger, vaguely hinting in carnival slang at easy profits and big deals brewing. Letters such as that went to the salesmen often, hinting at easy ways to beat the carnival games. M. Stranger became a well-known "grifter" around the carnival grounds, and was later identified in a special man-hunt.

Another carnival character and source of teaser letters was Honest Harry Gams, hock-shop proprietor. Harry Gams was custodian of the bonus awards and prize points.

There were gimmicks and trick mailings a-plenty. Each week the salesmen received a new gadget, reminding them to push harder and keynoting that week's event.

When the carnival opened, a bamboo cane (made of "barker's bamboo" or "spieler's spruce" went to each man. During the week of the carnival horse race, the salesmen received bags of oats to stoke up their hayburners. For the guess-your-salesweight contest, the mailing was a balloon. And for the battle royal, the salesmen could patch up lost-sale wounds with the Band-Aids provided by the carnival management. ("... It's the gauze that refreshes".) Then there was the pie-eating contest mailing; each man got one pie, of course.

One of the contest's special events (one of those built-in surprises) was a shell game. To play, the boys naturally had to have three shells and a pea, so the mailing was just that.

In addition to these gadgets, and the daily "Carny Barker," each letter that left the home office during the six weeks was a reminder of the contest. All stenographers and typists had a supply of special contest stationery, so all interoffice letters carried a contest note.

The special letterheads were justene one of the signs of home office interest in the salesman's contest efforts. There were other tie-ins, too. First of all, pictures and stories in the "Carny Barker" brought the homerooting section out to the field.

Early in the contest we mailed out a "Carny Corn" sheet, with all the carnival slang terms and expressions we could dig up. Department heads and assistants in the home office made a point of using this carnival lingo whenever they could. They tossed the Carny talk into their letters and telephone talks with the salesmen. They used the slang not because they had to, but because they got a kick out of using it.

It wasn't long before the salesman got the idea and were firing the jargon back in their own letters and wires. Notes in the tough Carny talk even came in clipped to order forms.

Probably the biggest sign of home office support was in the carnival's Wheel of Fortune. The Wheel was an "extra" that ran for the last half of the contest. It kept field interest

at a high pitch and put an extra pust on, the Self-Contained Air Conditioner sales.

Each time a salesman sold a Seli-Contained unit, he won a spin on the Wheel of Fortune. Every spin of the Wheel gave the salesman a bonuprize point award, how much of a award depended on the spin. Am one of 12 home office gails would do the spinning for the salesman. He would choose the girl. Here was a natural tie-in with the home office (and a chance to use some mile cheesecake.) The wheel-spinning, and the girls, stirred up a lot of interes in the field—and plenty at home Most important of all, Self-Contained unit sales had a real boost.

That's the story of the Transcarnival contest as we planned is and as we ran it. But there's still one small item: Did it work?

The answer, emphatically, is ye. The salesmen were aroused. The got into the swing of the carnival and they sold.

Having Fun

From the first week on they wroteletters and sent wires that showed they were enjoying the contest. They used the carnival slang, gave each other nicknames, sent challenges and plotted with their team-mates.

Mysterious notes, in carnival jargon, came with orders, and a few of the more artistic salesmen really were all out. One order came tinstwrapped and sporting a huge, free gardenia. (This order was well winto five figures, so the salesman pride is understandable.) Another salesman, notifying the carnival managers that his quota was in the basent a stack of orders just that wayin a brown paper bag.

One more unmistakable sign of the contest's effect was the way order poured in just before closing time. The last hour of the last day of the contest was probably the busiest of the contest.

But the final proof is in the counting, and that's where the carnival contest looks best. We thought the million-dollar quota on the superducts for the contest was a few one—not high, not conservative.

During the six-week contest, the Trane sales force entered orders to air conditioning equipment that to taled one-third over the quota. Self Contained Air Conditioning to sales also went well over quota.

Maybe the carnival did bresome sales contest rules, but the Trane Sales Carmival also broke bott its quotas, and probably some selling records for the industry.





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SEPTEMBER 15, 1950

You could argue for days pro and conand still not reach a decision.

But for an advertiser, the decision is clean-cut. The lady whose eye he wants to catch is the one in the bottom picture.

She's an unusual young woman. Just 23, she's married and has a family. Right now and in the next few years, she'll be spending lots of money on herself, her home, her family.

Little wonder every advertiser wants to reach this young woman with buying on her mind and money in her hand!

And it's so easy to catch her eye! Where? In the pages of the magazine she reads-Modern Romances.

More than 3 million women read Modern Romances. Seventy-seven percent of them are married, and 72% have one or more children living at home.

Advertisers are becoming more and more aware of the importance of the young married-woman market. And Modern Romances provides the youngest married market of them all!

Get the whole story from

modern romances

America's Youngest Married Woman Audience DELL PUBLISHING COMPANY, INC., 261 Fifth Avenue, New York 16, N.Y.

On the Wing For Orders

Now Pennsylvania Optical's sales v-p sees more of his 362 accounts—and wife, too.

When Henry Cheatham drove into Reading, Pa., in 1936 he was a first-aid instructor for the American Red Cross; the idea of being a pilot, or a salesman, or a sales vice-president had never occurred to him. He put on such a convincing—and persuasive—demonstration of disaster control that Pennsylvania Optical Company's owner offered him a job as the company's first salesman. Much to his own surprise he accepted and set out to cover his territory—the U.S.A.—in a normal fashion, by car, train, or scheduled airline.

Pennsylvania Optical produces lenses by the thousands for sun glasses. There are three major accounts — one being in Reading — so getting around the sun glass territory is no particular travel problem. Calling on the buyers of spectacles for reading, however, posed another problem. This 65-year-old concern with \$2 million in annual sales produces thousands of reading glasses retailing in variety stores from 49c to \$2.29.

Off Beaten Path

It's easy to cover Woolworth and Kresge and Kress but the going gets rougher when the buyer for the 62-store chain of Hested Stores Co. in Fairbury, Nebr., would welcome a personal call from Pennsylvania Optical's vice-president. There is many a small chain, each an important outlet for Pennsylvania, which maintains executive offices in a small town many miles from the nearest through plane stop or feeder line city.

Henry Cheatham serves them. A swing through Alabama, Louisiana, Texas, Oklahoma, and Arkansas is a three-week, 5,600 mile auto trip; Cheatham now flies it in five days and spends more time with customers.

What about the cost? It costs \$60-\$80 per flying hour to operate and amortize a \$75,000 plane. By sharing ownership and operation of the plane with Reading Batteries Inc. the plane is put to maximum use, making costs practical for an operating sales executive.



THAT'S AN AIR MAP on Henry Cheatham's office wall. Pennsylvania Optical's sales vice-president plots on it all the air navigation aids to be found in an airline's operations room—plus the location of his customers and prospects. He has a commercial pilot's license.



"BE IN TO SEE YOU IN 20 MINUTES"... Henry Cheatham, via his airborne radio telephone, can phone ahead for appointments and confirm arrival times. Many customers meet him at the airport. With a plane full of navigation aids, weather seldom grounds him.



THE WHOLE PURPOSE of Henry Cheatham's flying visits is to get his products on display in variety stores where people in need of reading glasses can pick out a pair to make reading more comfortable. On a hot August day this Grant store sold almost \$94 worth.

First ingredient of a successful carton ... GRAY matter!





A few of the nationally famous companies who use United Board & Carton services

Armour & Co. Diamond Match Co. The Electric Auto-Lite Co. General Motors Corp. Goodyear Tire & Rubber Co. Lily Tulip Cup Corp. The Kroger Co. U. S. Gypsum

Tobin Packing Co., Inc. Peter Cailler Kohler

minds go to work the minute you tell us your packaging problem!

ENGINEERS figure costs, economy, compactness, production;

MERCHANDISING brains study the possibilities for display, sales appeal, advertising value and name identification:

ARTISTS decide upon design, visibility, suitability to the product's needs, and the all-important color selections

PRODUCTION MEN work out such practical problems as board weight, printing quality, ink standards, die, cut and score requirement

A HALF CENTURY OF KNOW-HOW

are very important values to you. They frequently are worth for more than the actual varien itself, Let us tell you hav. United Board & Carton's half-century of experience can mean deliers in your pecket. It cash nothing to find out, Just write



ITED BOARD & CARTON CORPORATION

156 SOLAR ST., SYRACUSE, N. Y

PORT, THOMPSON, N. Y., URBANA, O.; Contae Plants: SYRACUSE, VICTORY MILLS, CONORS, BROOKLYM, H. Y., SPEINGERIE, Q.



Seven out of ten read the Press

Cleveland has more than fifty suburbs — some large and some small.

All contribute to the importance of this great metropolitan market.

Some are strictly residential, having neither business nor industry.

Others are so much like the central city that even established natives cannot point out the boundaries. Wherever you find people — in Cleveland or any of its suburbs—you will find that seven out of ten are every-day Press readers. That means sales results for you on any day of the week.

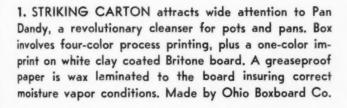


In Oweland its.
The Cleveland Press





Packaging to Sell



2. SIMPLIFIED LABEL for Chief Oshkosh Beer replaces old label (on the right) which lacked the punch and clarity so important in attracting impulse sales. Chief Oshkosh, the identifying trade character is retained. Trademark and brand name are boldly presented on a light ground. Made by Northwestern Lithographing Co.

3. NEW DEVICE for upping impulse sales is utilized by Busch's Drive-In Restaurant, Tacoma. A glassine bag used for serving sandwiches is colorfully printed on both sides with appetizing illustrations of companion items. Envelope provides sanitary protection and may serve as a take-home container. Fabricated by Milprint, Inc.

4. WATER REPELLENT CONTAINER, called "Alligator," provides a long-sought-for answer to the problem of point-of-purchase bagging of wet merchandise. Cartoon illustration and appropriate copy on the face of the bag tell the housewife the extra service her retailer is providing. Developed by Union Bag & Paper Corp.





SALES MANAGEMENT'S

Metropolitan America, 1939-1949

The recent U. S. Census has focused widespread attention on significant ten-year changes in metropolitan markets. In many cases, a general reappraisal of sales and advertising strategy will be called for by the impact of these changes.

As the nation's accepted authority on local market potentials, SALES MANAGEMENT magazine takes the lead in providing the up-to-the-minute facts and analysis called for by this development.

To meet the universal need for data on which to make sales comparisons over a clear cut ten-year span, SALES MANAGEMENT'S retail sales estimates for the year 1949 have been checked, and adjusted where necessary, on the basis of the latest state and local information and the 1948 Census of Business. These final figures for 1949 will be the basis of our November 10th study covering all metropolitan county areas in the U. S.

The data in this study will be broken down into four major groups based upon the population of the "central cities" in each area. The groups will be:

- (a) Central cities over 500,000
 - (b) Central cities 250,000 499,000
 - (c) Central cities 100,000 249,000
 - (d) Central cities 50,000 99,000

The data to be provided will include total dollar volume, % increase over 1939 and rank in volume in group for all metropolitan county areas and for individual counties within these areas. In addition to total retail sales, this information will be given on food sales, general merchandise sales, drug sales, furniture-household-radio sales, and automotive sales. The material will be accompanied by an editorial analysis geared to the broad problems of the top sales executive. It will discuss the implications of the ten-year changes and what they mean to all phases of marketing strategy.

NOVEMBER 10th SURVEY OF

Experts Pick The Best Test Markets

This section of the November 10th feature will give the complete results of a detailed poll among qualified experts in 150 major advertising agencies. Concentrated field work was carried out by the firm of S. W. Wilkerson and Associates in New York, Chicago, Los Angeles, San Francisco, Detroit, Minneapolis, Boston and Philadelphia. Respondents were officers, account executives, media directors and research directors.

While it is obvious that the choice of test markets is a joint responsibility of the agency and the client, the survey was confined to agencies because previous experience proved that national advertisers are so widely scattered that it is impossible to secure a valid sample on this subject within a reasonable budget.

The results of this poll will show how the agency executives rank individual test markets nationally, and by population groups both nationally and regionally.

Questions answered by the respondents in this survey include the following:

"How many test campaigns have you conducted in the past six months?"

"For what purposes were the tests made?"

"How were the results of the tests evaluated?"

"What sources of information do you turn to in choosing test markets?"

"In your most recent test campaign, what cities were used and what media?"

"What do you consider the most important factors in your choice of a test market?"

This survey's important final question posed a hypothetical test campaign for a specific kind of product and asked which population groups should be included and what cities used in each group. The results of this poll will reveal many important changes since SM's last Test Market Survey in 1947. It is certain to be a valuable and widely used aid in the planning of test campaigns in the year ahead.

Why Milapaco Raises Quotas Slowly When Sales Are Below Potential

Based on an interview by Ralph H. Oakes* with

B. C. MIDDLETON • Sales Manager, Milwaukee Lace Paper Co.

Sales quotas suddenly jumped to theoretical potential may be so far beyond present thinking of salesman that they fail as incentives. By closing the gaps in easy steps, Milwaukee Lace Paper puts these management tools to full use.

If you sell a wide line of products in many classifications through jobbers to many classes of users, how can you develop realistic month-bymonth quotas for a year ahead and achieve them?

This problem was faced by the Milwaukee Lace Paper Co., Milwaukee, in 1947. "The four-factor method of setting potentials we have worked out," says B.C. Middleton, Milapaco's sales manager, "plus realistic quotas for each salesman, have proved immediately helpful to top management and to all our operating departments."

Wide Distribution

Milapaco not only sells several hundred different items in 23 product classes, but many of them show substantial seasonal variations. They are sold through more than one thousand jobbers to restaurants, taverns, hospitals, industrial plants, schools, and other institutions, as well as through retailers to household consumers in some instances. Peering into the future under such circumstances is difficult, yet the complexity of the production and selling task makes realistic sales forecasting, plus quotas and controls, a must.

"We have found in our business," Mr. Middleton reports, "that potential volume in a market follows closely the comparative figures given in SALES MANAGEMENT'S Survey of Buying Power. This survey gives Milapaco a true volume goal for each of its 15 sales territories, stated as a percentage of the firm's national total sales expectancy. This is the first factor we use in arriving at poten-

tials, and ultimately at planned sales for the year—month by month and man by man.

Next, past performance is studied, including consideration of jobbers, in each territory, through whom only part of Milapaco's lines can be sold, and also of jobbers who could sell more of some or all of the line but who purchase similar merchandise from competitors.

The third factor is the opinion of each of the company's 15 salesmen, a careful study of his sales intentions in connection with present and prospective jobber accounts. "In securing this opinion," Mr. Middleton says, "we rely in-so-far as is possible on face-to-face discussion with the salesman."

The fourth factor is the combined judgment of the Sales Department and the Engineering, Planning and Production Department of the company, as to realistic dollar volume expectations during the year ahead in each territory.

"We discovered," Mr. Middle ton points out, "that in some territories the theoretical true potential greatly exceeded our sales at the time. But in setting actual quotas we have been closing the gap slowly. By 50 doing we are making excellent progress—and we avoid destroying the value of the quota, as we surely would destroy it if we set any quota beyond the present thinking read and expectation of the salesman."

After the quota for the year is set for each territory, both in dollars and in percent of the total national figure, it is necessary to divide this anticipated territory annual volume into monthly quotas. To do so requires that seasonal variations be taken into account, and that to each month there be allocated a specific percentage of the annual volume to be

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Sales Analysis and Results QUOTAS—BALES—PAST PERFORMANCE								
	C004	ITEMS	1950 QUOTA	1950 ACTUAL SALES	% g# 1990 QUSTA	1949 ACTUAL SALES	% OF 0ALES 1900 OVER 1949	
	11	Baking Cops (11+12)						
	19	Botter Chips			-		-	
	301	H. P. Dailins					1	-
	305	H. P. Piece Mate						
	301	Bulk Lacer Declies (301 Rd303 Sq307 Oval)						
	363	Bulk Lines Doilies (302 Rd306 Oval)						
	305	Bulk Lace Place Mat						
	306	Bulk Lines Place Mate (Incl. Lines Tr. Covere)						
	31 A 33	Spec. Emb. Dodies						
	120	Spec. Prt. Deiline and Place Mate		-				
	341	Dynette Dodies			-			_
	345	Dynotte Place Mate			-		-	
-	376	Stock Prt. Place Mate		-	-		-	-
_	42	Drinking Cups Cuckteil Naphine-Crops		-	-		-	-
		(80-81-52)						

IF SALES LAG, WHY? When below quota sales by product or by territory are not caught at the end of the first month it may be too late to correct the cause and still make the year's quotas. This is a monthly analysis.

^{*}Mr. Oakes is Professor of Marketing at Loyola University, New Orleans, La., and formerly, Professor of Marketing, Marquette University, Milwaukee.

THE PROSPEROUS SOUTHERN NEW ENGLAND MARKET WTIC POMINATES HE PROSPEROUS THERN NEW ENGLAND MARKET

Paul W. Morency, Vice-Pres.—Gen. Mgr.

Walter Johnson, Asst. Gen. Mgr.—Sales Mgr.

WTIC'S 50,000 WATTS REPRESENTED NATIONALLY BY WEED & CO.

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sold in each territory. It then becomes a simple matter to calculate the dollar volume to be sold by each salesman during each month.

Next considered are individual product classifications. Past experience provides knowledge as to which product classes provide what percentages of yearly sales. These percentages are applied to the monthly quotas of the individual salesmen. "At this point," Mr. Middleton explains, "adjustments are made to take into account territorial pecularities.

For example, two of Milapaco's product classifications are Bulk Lace Doilies and Bulk Linen Doilies. Assume that in a given salesman's territory about 10% of total product sales are bulk doilies, both lace and linen, and that sales of lace run 7% and sales of linen 3% in this territory-but that, in the over-all company picture, the volume of lace may be 4% of linen 6%. In these circumstances, the salesman in this

BLOOMINGTON ILLINOIS McLEAN COUNTY CENTRAL ILLINOIS

CENTRAL ILLINOIS - The Pantagraph is carrier delivered in 83 towns in McLean County and 67 towns in 13 additional Central Illinois counties. No other newspaper or group of newspapers can begin to cover this rich, responsive market.



Represented by Gilman, Nicoll & Ruthman

territory will be given an adjusted percentage quota on each of the two classifications, to conform to buying habits of the area in which he sells. "Then," Mr. Middleton points out, "if the firm believes it reasonable to expect a somewhat different level on either item during the year ahead, in that area, the percentage may be further adjusted to conform to the most reliable expectation."

Prepared mathematically at first, then tempered with careful judgment - especially judgment of a salesman's ability to raise his sights if the facts warrant - Milapaco's quotas have been a very successful

management tool.

As soon as annual and monthly quotas have been established, Milapaco sets up for each salesman a Sales Analysis and Results sheet for each of the 12 coming months. Each sheet shows, for one month, last year's sales of each of the firm's 23 product classifications for one territory, together with the current-year quota for that month for that territory.

Individual Attention

"In presenting quotas, broken down by product classifications and by months, to the salesmen," says Mr. Middleton, "we always endeavor to do the job personally. We were able to present the 1950 monthly quotas individually to each man during our December sales convention.

When quotas were first introduced, for the year 1948, Milapaco found there was some hesitancy on the part of some of the men as to their ability to meet the annual figures. "So we do not talk at all about the annual figure which is expected," Mr. Middleton explains. "Instead we reduce it to its simplest aspectthe monthly quota on each product classification-and talk about that."

Thus the company avoids creating apprehension that the over-all figure for the year may be beyond reach. At the end of each successive month the salesman receives a Sales Analysis and Results sheet showing his cumulative sales of each product classification for the year to date, together with the cumulative quota to date and the figures for the comparable

last-year period.

If a month's quota is not reached by a given salesman, Milapaco believes there must be a remedy or solution which can be made effective quickly. Experience shows that in two or three months performance may slip beyond possibility of recovery to annual quota levels if it is not closely watched and the remedy applied as soon as symptoms appear in the records. As Mr. Middleton puts When you have a fixed production schedule set for the entire year any undue piling up of inventory becomes distressing, to say the least, and calls for immediate analysis and correction."

To assure that no item, or account. will "slip beyond recovery" through failure on management's part, Milapaco supplies each salesman with Customer Sales Analysis Record sheets in a binder. The salesmen have responsibility for entering complete information on each jobber customer when they receive these forms at the beginning of the year. Then, from the invoices sent to them, covering all purchases by each individual jobber account, they post their sales to each in the Customer Sales Analysis Record. At the bottom of this form there is space in which last year's total purchases by the customer are entered for each product classification.

Thus the salesman always has with him an up-to-date picture of each jobber's performance on each of Milapaco's products. Using the Customer Sales Analysis Record, the salesman and his jobber customer can discuss and decide mutually the course of action to take any time a product classification may begin to "slide." By using this method of working closely with distributors, Milapaco has the advantage of restimulating them intelligently whenever their progress is not mutually satisfactory. "Any company that relies on jobber distribution," Middleton maintains, "must use a follow-up record system, or that company will not have an effective control for achieving sales quotas which have been established."

Milapaco has found that its system of sales quotas and controls enables management to take into consideration the number of active accounts in each territory, and the amount of dollar sales each account must average if the quota for that territory is to be achieved. The system also provides the salesman with a yardstick for measuring what he should expect from each account he services. "When we find an account that falls below this yardstick," says Mr. Middleton, "we assume that it is our responsibility to help bring this account back up to par immediately Until we have done so we have not serviced the account satisfactorily."

Benefits which the quota system has brought to Milapaco management

include:

1. It acts as a map of sales management. The monthly quota forecast enables sales management to

focus clearly on obtaining optimum distribution. It shows where extra effort can be applied to increase net profit and helps to determine where the point of diminishing returns will be found in each territory. Most important, perhaps, it helps raise the sights of salesmen and jobbers to correct levels.

2. It co-ordinates production and sales. The quota and control system

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(a) Permits planning of ideallength production runs, at minimum unit costs, for hundreds of items.

(b) Minimizes raw material unitcosts, and keeps down storage costs on raw materials, goods in process, and finished products.

(c) Reduces labor turnover and retraining costs, removes sharp fluctuations in employment and thus improves workers' morale.

(d) Enables management to get top production from existing plant and labor facilities by scheduling in

detail for a full year ahead.

3. Sales forecasts, and quotas based on them, sharpen general company planning. Co-ordination of sales forecasts with pricing policies and expense budgeting permits useful projection of net as well as gross revenues and closer planning of working capital needs.

Notebooks Popular Ad Give-a-Ways

Chain Belt's pocket-size books cost little more than match-books

A pocket-size notebook, with a bit of promotion in it, is a highly popular promotional device for the Chain

Belt Co., Milwaukee.

With only a couple of dozen perforated pages, Chain Belt's notebooks are intended for casual use by people—mostly prospects for the company's chain drives—who jot things down for later reminders. They're highly expendable; in fact, the company is glad to provide new notebooks because it's another opportunity to expose prospects to useful information on chains and a reminder that Chain Belt is ready to serve. They were first put out for workers in the oil fields who needed a shirt pocket-size notebook.

A typical notebook illustrates on the front cover a roller chain application. Copy on the inside cover asks, "Do you know roller chain... Is positive? Is efficient? Is durable? A spot of copy answers these ABC questions. Chain Belt knows that it is growing a new crop of prospects each year so it doesn't think ABC copy out of the way on a well established product.

A dozen blank pages come between the copy and the next bit of promotion for Chain Belt. Copy will ask, "Have you checked stock drives for your power transmission problems?" Answers in the form of user bene-

fits are given.

The spread position is devoted to useful technical data. In the case of one notebook copy consists of list prices and specifications on Baldwin-Rex standard stock chain. A couple of other pages discuss some product features. The back page is a calendar for 1950.

Notebooks cost little more to get out than a form letter (about 10c each) and for general promotion they are much more useful. Chain Belt salesmen hand them out. They are distributed at trade shows, and some people even ask for them.



National advertisers buy more spot programs and announcements on WMBD by far than on any other Peoria station. The following list shows just a few: Blue Bonnett Margarine; Campbell Soup; Colgate (Ajax, Dental Creme, Fab, Halo, Lustre Creme Shampoo, Palmolive, Vel, Veto); Dodge; Griffin; Kools; Kroger; Procter & Gamble (Dreft, Ivory, Joy, Lilt, Spic & Span); Shinola; Standard Brands; Tenderleaf Tea; etc.

Naturally this dominant position is achieved by RESULTS . . . and WMBD produces results because:

WMBD serves more listeners in ANY time period than the next 2 stations combined at a cost per thousand FAR LESS than any other Peoria station.

What's more, WMBD backs up its advertisers with a full scale promotion and merchandising program. This pioneer station, with 23 years experience, knows the Peoriarea audience and beams the right show to the right people at the right time at the right price!



What? Seeds Color-Coated?

Flower seeds, pelleted for quick growth, now come colored to attract fast sale, in the home gardening market.

After forest fires, planes sow quickgrowing plants to head off erosion. To spread the seeds evenly, somebody had the idea of coating them with clay, making pellets. It worked well.

Western vegetable growers then wondered if pelleted seed could save them money on thinning labor. Lettuce and carrot seeds for example, are sown plentifully, and then thinned by hand-and that's expensive.

The Filtrol Corp., Los Angeles, industrially is very big, making mainly ceramic catalysts for oil refineries -far removed from garden seeds. However, anything in clay or minerals is in the company's province, so its researchers were put to work on pelleted seeds. After trying more than 200 different minerals, they found that a volcanic ash from California lake bottoms was satisfactory,

The company then made field tests with vegetable growers and experiment station men and found that it was on the right track to the large trucking crop market.

To Market

Then came the problem of marketing. Filtrol had no seed pellets to sell. All it undertook to do was to pellet seeds for growers and seedmen, custom work, and charge for the pelleting. Neither did the company have any sales force to go out and sell seed to farmers. The moment it tried to do that it would be in another kind of business.

About a year ago Filtrol turned over the marketing job to two seed companies: Germain's, Inc., Los Angeles, and the Associated Seed Co., in the East. Between them they cover the nation. Under contracts they have Filtrol pellet such seeds as they require for trucking customers, or can sell to general trade.

Germain's, Inc., took hold of the new idea in a somewhat gingerly fashion. One single variety of vegetables and staple flowers was chosen for pelleting. They were put up in special packets to sell for a dime, with explanations of the seed-in-a-pill novelty. These packets were put out experimentally through regular seed stores. Home gardeners were quick to see the advantages of spaced plantings and, in addition, the coatings on the seeds contain plant food and fungicides good for the crop.

Response to flower seeds was best. While vegetable seeds in this form make it possible to accurately space the beets, carrots and radishes, home gardeners lean more to flowers. That gave a lead to Manfred Meyberg, seed merchandiser and president of Germain's, Inc.

Home gardners year after year

grows prize flowers and vegetables. So why not color the seeds?

GE

Riec 4,000

Nati

total

Filtrol production men pronounced it feasible: "Just tell us what hue you want." The result was "Kolorcoat" home garden packets which were tested and found attractive to home gardeners. This coming season they will be nationally distributed and backed by advertising and a sales force. In areas where Germain's, Inc., does not have salesmen, major seed companies will be licensed to sell the line to retail outlets that, in spring, blossom with garden seeds,

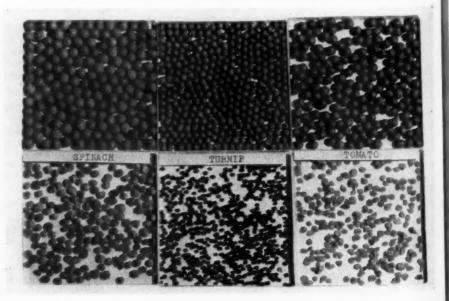
Kolorcoat is a new idea in seed merchandising. Come spring, market tests justify an all-out drive for it.





ACCURATE spacing comes easily, is much appreciated by gardeners who use . .

. . . SEED PELLETS, coated with plant food, to promote healthy, abundant crops.



GET A TASTE OF PITTSBURGH'S BILLION-DOLLAR BOOM!

Rieck-McJunkin Dairy Company will open a new 4,000,000-gallon-a-year ice cream plant here next June.

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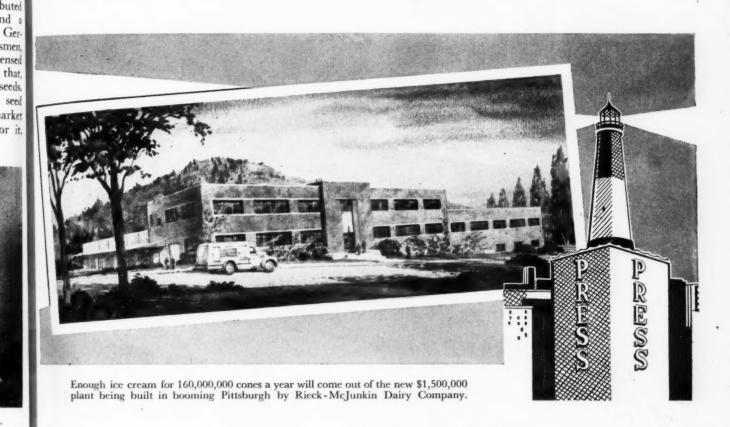
eason

National Biscuit is putting the finishing touches on a new cracker bakery and a factory modernization at a total cost of \$5,000,000.

H. J. Heinz Company is in the midst of its \$15,000,000 Pittsburgh plant expansion and modernization.

Continental Can rolled a million beer cans in one month off one new production line . . . will have 23 more lines operating in 12 to 18 months.

Thousands of new jobs! Millions of new payroll dollars! The golden Pittsburgh Market will be more active and richer than ever as a result of the billion-dollar program of industrial construction, expansion and modernization. What are you doing about it?



Small budget? The Press is still your best bet in Pittsburgh.

A study of how Pittsburgh retail advertisers invested their newspaper budgets in the first four months of this year shows case histories like this:

\$10,000-a-year advertiser put 47% of his budget in The Press in 1949 . . . upped it to 75% this year.

\$7,500-a-year advertiser put 51% of his budget in The Press in 1949... upped it to 82% this year.

\$17,000-a-year advertiser put 58% of his budget in The Press in 1949... upped it to 76% this year.

All of these advertisers are successful merchants. They know The Press is No. 1 for results in Pittsburgh. Ask your Press Representative about them. Every Scripps-Howard Representative is a Press Representative.

Represented by the General Advertising Department Scripps-Howard Newspapers, 239 Park Avenue, New York City. Offices in Chicago, Cincinnati, Detroit, Fort Worth, Philadelphia, San Francisco.



The Pittsburgh Press

No.1

in City and Trade Zone Circulation—in Classified Advertising—in Retail Advertising—in General Advertising—in Total Advertising

ENT

NOW with 3½ million,

36

is the new word for



Globe convergets Rand Makkelly & Co. Chi.

Better Homes & Gardens' 3½-million circulation makes it one of the three biggest man-woman magazines — and the only one that got there entirely through 100% service.

What does it mean to you—that, with 3½-million circulation, Better Homes & Gardens has become one of America's biggest magazines read with equal interest by both men and women?

Maybe its bigness alone is reason enough to put it on your media lists. But if you really want to measure BH&G, you only begin with its multimillion circulation.

Remember that BH&G—alone among toppower magazines—screens its readers for their keen interest in their homes, with every word devoted to helpful counsel in raising a family and running a home.

And remember that BH&G alone among top-power magazines attracts its readers solely because of this 100% service content. It is not, to its readers, an indulgence for their idle hours, but a practical, useful household aid valued equally by husbands and by wives for the help they get from it.

So whether it's your name, your product or your service, it belongs in BH&G—right up at the top in big circulation and selling power.







DESIGNED FOR YEAR-ROUND USE

These smartly designed Ashcraft pieces "go together" in many ingenious ways to help you live comfortably the year around. Ashcraft is truly year-round furniture. It is equally "at home" in living rooms, sunrooms, recreation rooms, dens, and on closed porches and covered verandas, Lightweight, yet durable, this gay, informal furniture is an invitation to cheerful

STOCKIN

Solid hardwood frames with rounded, smooth asgloss edges replace old fashioned, tacked-on reed strips so you don't lear stockings!



SEASONED HARDWOOD

Asherest furniture is made at seasened New England White Ash — a wood that ranks high in shock resistaics. The steam-bent frames hold



DECORATIVE TOUCH — wide. strong bindings (that won't urreave) seplicat decree pain's windings. TICHT TOURTS

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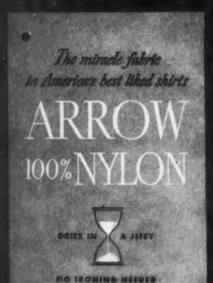
TIGHT JOINTS — Compressed tenan joints, pressure-glueing, and rigidity servewed jointings assure long satisfactory service.



LONG-LASTING FINISH

Water-repetient, hard-wearing spar varnish is brought to a sotin-smeath glass by skilled craftsmen. A herd finish on seasoned hardwood gives maximum serviceability.







Washes by hand as easily as a handkerchief

Arrow Nylon Shirts, like all Nylon apparel should always be washed by hand. A quick sudsing with mild soap in warm water gives instant cleanliness.



Dries in a jiffy

After washing, hang it on a wooden clothes hanger and in a very short time it will be dryready to wear. 'Arrow Nylon Shirts never shrink out of fit.



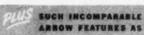
Ironing not necessary

Travelers love Arrow Nylon Shirts because they don't have to be ironed. However, a neater appearance results from giving the collars and cuffs a quick once-over with a cool iron.

Rich looking, lightweight

Arrow Nylon Shirts are lightweight, durable and have the same careful precision tailoring that is found in all Arrow shirts.





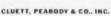
ARROW COLLARS ...

Arrow Nylon Shirts are crowned with the smart looking, perfect-setting Arrow collar.



MITOGA FIT ...

an exclusive Arrow comfort feature that provides tailoung along trino, figure-fitting lines,





Hard-Working Tags

LONG A STEP-CHILD among "little" media, the merchandise tag is coming into its own. A well-designed tag can deliver value out of all proportion to its size and money invested in it.

Among the objectives it can accomplish: Lend new dignity to brand name . . . exploit "hidden values" . . . help to merchandise advertising . . . publicize brother and sister products in the line . . . deliver quick sales talk on its own without benefit of retail salesperson . . . suggest arguments to justify price . . . extend product uses.

Reproduced on this and the following pages are samples of tags which illustrate all of these functions. Here are tags doing a selling job . . .

I. ON FURNITURE: Heywood-Wakefield, "Ashcroft" line. Tag tellicapsule sales story. Reverse side stresses five specific selling points. Top-most block of copy and illustration embody appeal to women pointing to smooth edges that won't tear stockings. Sketches demuch to clarify points that add up to value. Colors: yellow and green.

2. ON BLANKETS: Faribault Woolen Mill Co., "Pak-A-Robs" blanket with zipper case. This tag folds out into a strip. Thumbnail



FISHING LURES

statches suggest different uses. Part of copy: "Closed . . . it's a cushion—easy to carry. Z-i-p . . . out comes a wonderful robe! Snugly loomed, whipped edge; fast colors. Designed for wear, too, is the Pak-A-Robe case. Leather-like plastic on one side and edges scuff-resistant, stain and weather-proof. Wipes clean with a damp cloth." Colors: yellow, red and black.

3. ON MEN'S SHIRTS: Cluett, Peabody & Co. Inc., Arrow nylon shirts. Smart lettering and good layout give this simple tag high ettention value. Copy focuses on washability, fast-drying, no-needfor-ironing. Colors: gray and black.

4. ON A FOOD PRODUCT: Angostura-Wupperman Corp., Angostura bitters. Bottle-neck baby booklet measuring 15%" x 2". Offers standard recipes for Manhattan and Old Fashioned cocktails. Other pages encourage use of Angostura in cooking by including recipes for savory cheese spread, hamburgerettes, all-purpose cocktail sauce. Colors: red, yellow and black.

5. ON HEATERS: Reznor Manufacturing Co., Reznor gas-fired unit heaters. News in this tag is the effective way it merchandises national advertising through reproduction of name slugs of four magazines. Back of tag carries simple summary of selling points, calls attention to another item in the line. Colors: red, green and black.

Write: True Temper Corporation, Geneva, Ohio

OF EXPERTS

6. ON FISHING TACKLE: True Temper Corp., fishing rods. Inside pages seek to extend the rod purchaser's interest to fishing lures made by the same company. Fourth page carries two-year guarantee against defects in material and workmanship, tells how to care for the rod. Colors: red and black.

(Continued on Page 134)

SEPTEMBER 15, 1950.

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HARD-WORKING TAGS-(Cont'd)

I. ON BEDDING: United States Bedding Co., King Koil sleep products. Tag designed and die-cut to simulate mattress and spring. Inside exploits hidden values in construction. Typical paragraphs of copy accompanying thumb-nail sketches:

"Coils: Hundreds of scientifically constructed steel coils electrically tempered by patented precision built machines. These machines are the only ones of their kind in the world. Coils shaped to give proper sleeping balance and support."

"Flex-edge: Specially constructed wire around the edges of King Koil mattresses and springs prevent edge-sagging. Mattress maintains its full firm shape while the added support gives additional comfort. Flex-edge is an exclusive King Koil feature." Colors: yellow, red and blue.

2. ON FURNITURE: American Novelty Furniture Co., bedroom pieces. Front page is folded a quarter-inch short to allow the strip at the bottom of the center spread to complete the design of the cover. Here is the way typical selling points are presented:

"Free Sliding Drawers: All drawers are treated with 'Free Slide' wood preservative and lubricant which is your assurance of easy-to-open drawers."

"Permanent Lacquer Finish: A water resistant surface which provides a finish of maximum toughness against destructive elements."

"Fully Dove-Tailed Drawers: All drawers in this piece of furniture are fully dove-tailed both front and back—the finest known drawer construction. All drawers are equipped with drawer glides."

Colors: red and black.

SE

Introduction,

please!



You and Mary Jean ought to know each other

Mary Jean Foster of Waco is a sophomore at the Missouri College of Agriculture and one of Missouri's most outstanding 4-H club girls. At last count, she had completed 36 separate projects, prepared some 246 separate exhibits, worked on judging teams and even given demonstrations! We think so much of her that we awarded her one of the coveted Missouri Ruralist scholarships to the American Youth Foundation Camp at Shelby, Michigan.

Now that you know Mary Jean, we'd like to tell her about you! But you're old friends already if you advertise in Missouri Ruralist—because she (like her 4-H club friends) are avid Missouri Ruralist readers. That's where they look for the latest information on farming and farm homemaking...and latest local 4-H club news! Remember this extra influence you get with Missouri Ruralist. You can count on an audience that is willing to listen...believe...and buy!

Missouri Ruralist

Published by Capper Publications
Editorial Office, Fayette, Missouri Business Office, Topeka, Kansas



sign of

urniture

Bang-Up Dealer Day Closes \$1,000,000 in Orders for Ampro

As told to Lester B. Colby
BY HOWARD MARX
Vice-President and General Sales Manager, Ampro Corporation

What makes a successful dealer meeting? Ampro Corp. has developed a formula. Among other things it specifies audience participation, judicious amounts only of policy and technical information, heavy emphasis on promotion.



MEET THE AUTHOR: That's Ampro's Howard Marx done up as the traffic cop, demonstrating the value of using the "GO" light. Below, Al Bishop and Bob York, account executives for Ruthrauff & Ryan, unveil Ampro's new advertising program.



Ampro Corp. holds a one-didealer meeting each year, usually late July. Our peak selling periodealers-to-users, is September and October. We manufacture 16m sound projectors, slide projectors, tarecorders, microphones, amplifiers and other visual aids used in schools, oil leges and very often in sales meeting and other forms of selling.

At this annual Dealer Day we is troduce and demonstrate new equipment, refresh our dealers on old equipment and its uses, stress upto date sales methods, and instill the with enthusiasm for the fall drive. We then take orders for deliveries be made during the following of days. It is important that they be stocked and ready for the fall reference.

We have long held that the more dealers we get to a meeting the more sales we should make at the meeting. In past years if we got 50% of the to attend we felt we were doing well. Early this year we got ambitious and kicked the old policy, that meant satisfaction if half of them came in, if the teeth. We went all-out for attendance. This was the result:

Seventy per cent of all of or Visual Education dealers came orders jumped more than one hundred per cent! Before they left town we had sold them, for August and September deliveries, more than \$1-000,000 worth of equipment!

Basically, our problem was this:
Get them in. Then sell them. To get them in we had to convince them that it would pay them, in dollars, to attend. To make their attendant pay off, again in dollars, we had to come through with skilled demonstrations that would help them sell more equipment to more customers. In all this we were not forgetting what his been called, "the psychology of enthusiasm."

To illustrate what I mean let make digress for a moment. Skilled radio producers very early learned the even their finest and most finished artists, comedians like Jack Benny Bob Hope and Edgar Bergen, failed to get the desired spontaneity and

THE OREGONIAN



REACHES MORE WOMEN

THAN ANY OTHER



SELLING MEDIUM

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IN THE OREGON MARKET

FIRST in influence!

FIRST in circulation!

Daily 219,442 Sunday 276,810

FIRST in advertising!

lowest in milline cost





Represented Nationally by MOLONEY, REGAN & SCHMITT, Inc.

SEPTEMBER 15, 1950

137

élan into their programs in a dead, empty studio. So they added audiences. Television quickly learned the same lesson. Cold mikes and cold lenses chilled the actors.

Ampro, by the very nature of its business, has had long and continuing access to meetings of all kinds, especially sales meetings, and our executives have been given full opportunity to learn what makes a meeting go. We've been able to record the talks of the best sales talent in many of the biggest business organizations in the country. We have been free to transcribe these talks, edit them, select telling phases from them for our own use, and test them out on our own salesmen. If we couldn't put together a good sales meeting, we argued, who could?

As a result of analyzing many hundreds of such meetings, many of them extremely successful and some of them not too good, we have come up with an over-all general formula:

1. The dealer himself must participate in the program. He must be given to feel that he is a part of it; not that he is a mere watcher. Be careful not to give him the feeling that he is being force-fed, like a fattening goose.

2. Give your dealer just the right amount of technical information . . . not too much and not too little. We give it visually, with sound. Eye plus ear. There must be enough of it to do the job but not enough to confuse

3. There has to be just the right amount of policy information. Definite points must be emphasized.

4. Getting over ideas on promotion is a *must*. Tell your dealers what you are doing; what they should domake it clear how promotion means profits. Talk from the dollar angle.

5. Cheesecake has its proper place in every sales meeting. There must be some of it. A clever girl with a fresh, bright, fast-moving act can do a lot to take the sag out of a meeting. Properly written, her lines can do a sales job.

6. Find a time and place for a bit of sociability, but keep it clean. The object of letting the dealers mix is to swap information and experiences.

7. Give your dealers full opportunity to finger and feel every item in your line. This gives an intimacy with the product that no one can get by merely standing off and looking.

8. Give your dealers the kind of meeting that they will remember as being a profit-maker for them. If this meeting means dollars to them you won't be able to keep them away from the next one.

Here is something else that we at Ampro consider important in plan-



FINGER & FEEL: Displays are made up so dealers instinctively pick up Ampro's products and look them over carefully.

ing a meeting: Do not set your starting time too early in the morning. Many of your dealers will be coming in by morning train. Give them a chance to register at their hotel, shave, clean up, get breakfast and organize themselves. Then they will be better prepared mentally for the day.

Print the starting hour, the lunch hour on your program, the starting hour for your afternoon meeting, the time for cocktails if you serve them, and the hour for dinner. Schedule nothing else by time. There is a sound reason for this. If talks or presentations or demonstrations are time scheduled, your dealers will be constantly looking at their watches to check to see if your schedule is running on time. If it is behind time they will wiggle and fidget. They'll get their minds off the subject. If your program is not time-scheduled they will think you planned it that way even though it runs behind schedule . . . and what meeting doesn't.

We have found it worthwhile to have some of Ampro's key engineers present at every meeting. There are always some dealers who want to get first-hand information about the performance of our products in the field. No one can tell that story as well as an engineer. We consider the engineer of prime importance in such cases and he can be a big factor in getting the sale.

I happed to be the general sales manager of Ampro but I have learned to know my place in a sales meeting. I don't try to be The Big Shot. I have my moment up front to be sure, but I do not hog the meeting. The meeting is to sell goods, not me! And the sales manager should not be the production manager of the show. There are others better qualified.

The sales manager should keep his finger on the preparation of the program, even the program itself, but let him not be too obvious or apparent about it. If he struts, that will leave a bad taste. It is better to be subtle about it. Dignified modesty can pay off.

If possible, schedule your dealer meeting in connection with a trade association meeting. We hold our the day before the convention of the National Audio-Visual Association whenever that is possible. In that way we can get the attention of more of our major customers. Included in the delegations coming will be school executives interested in audio-visual teaching, representatives of industrial firms that use our equipment, and many others who use projection in endless ways.

So far I have spoken about how to organize and run a sales meeting. But no meeting is a success unless you get men to it, in our case our dealers. With us selling them on attending the meeting is a continuous job. We start it months before the meeting.

In fact, we started to sell last summer's meeting at the previous meeting a full year ahead. Throughout the year, at spaced intervals, we sent out mailing pieces, each one hinting at some new product, new idea, something or other that would end up in dollar sales and so profits. We put in plugs not only for our Dealer Day, mentioning the time and place but also for the National Audio-Visual Convention. We studiously took the attitude that "you'll surely be there" and "you can meet with us at the same time" . . . one day before the convention opens.

If we helped in any way to sell attendance to that convention then we were glad. We do know that dealers and others interested did come from 45 out of 48 states! And we know that the big attendance at the convention helped to bring dealers to our meeting. Perhaps it added somewhat to the feeling of goodwill that exists between our company and members and officers of the National Audio-Visual Association.

The bulletins that we sent out regularly to our dealers varied in tenor, as was our plan. Some were light. Some had curious little gadgets attached or enclosed. We sent a plastic whistle with one; a tiny plastic stop-and-go sign, showing red and green, with another. Little gad-



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a section of SRDS

CONSUMER MARKETS

This new, improved and expanded Edition of CONSUMER MARKETS gives quick access to latest government and other authoritative state, county, city and rural market facts that reliably picture the characteristic conditions and trends in every marketing area of the U. S., U. S. Territories and Possessions, Canada, and the Philippines.

Saves time. Agency Research Director says: "One great value of CONSUMER MARKETS is the breadth of information presented, which frequently obviates search through numerous specialized reference books."

Unbiased. Advertising Manager says: "It presents the stark, factual information, rather than an analysis which might have been interpreted to serve some particular interest. So the advertising or merchandising man can make his own analysis."

Comprehensive. Director of Media says: "I find CONSUMER MARKETS very useful and a timesaving central source for information used by myself and the Media Department for studies of markets to determine sales potential and coverage of media."

Many Uses. A Director of Sales and Advertising uses it "as a source for data pertaining to major trading areas. Although this publication is retained permanently in the office of the Director, it is used constantly by almost every department in Sales and Advertising."

The new CONSUMER MARKETS gives up-todate Retail Sales Estimates projected from the current (1948) Census of Business. It reports basic trend statistics, comparing latest estimates Almost nine hundred pages of organized-for-use state, county, city, and rural market figures.

with basic 1940 Census figures, so that you can see any market's growth at a glance.

And well over 300 new media Service-Ads, located near the individual markets served, offer much additional useful market and media information.

Its complete market facts for every basic marketing, sales planning, or advertising need make this a book of a thousand uses.

Use the new 1950-51 CONSUMER MARKETS the next time you need information about any consumer market. You get it as part of your SRDS subscription or, if you are not a subscriber, for \$5.00 a copy sent on 5-days' free examination.

Write today for Full Explanation Folder detailing the information the 1950-1951 CONSUMER MARKETS puts at your fingertips.

NOTE TO CONSUMER MEDIA EXECUTIVES:

Check particularly the information about your market in the new edition of CM. Compare it with other markets. Here's grist for your sales and promotion mills. You can use any information listed with no other obligation than a proper credit line for SRDS CONSUMER MARKETS.

Consumer Markets

A Section of Standard Rate & Data Service Walter E. Botthof, Publisher 333 North Michigan Avenue, Chicago 1, III. New York + Los Angeles

Latest U. S. Census Reports reveal:



in the Greater Miami Market Area!

U. S. Business Census figures just released show Retail Sales in the Greater Miami market area (Dade, Broward, Palm Beach, and Monroe counties) reaching a record-breaking high of \$827 million in 1948, -- for one of the greatest ten-year * U. S. Census, 1950. **1948 U. S. Business Census gains in the nation.

Coupled with a preliminary 1950 census count of 712,459 permanent residents, the figures prove Greater Miami has achieved major status as a year-round market.

Best of all, you can reach the solid bulk

JOHN S. KNIGHT, Publisher STORY BROOKS & FINLEY, National Reps. A. S. GRANT, Atlanta Affiliated Stations -- WQAM, WQAM-FM

MIAMI--An International Market

of this great market's buying power with just one paper -- The Miami Herald -which each year continues to increase its margin of leadership over all other newspapers in Florida.



Get MORE Sales Action...

SALES REVIEW MAKES SALESMEN OUT OF ORDER-TAKERS. SALES REVIEW provides a flow of selling ideas into your organization from fields other than that in which your salesmen work every day; information they would not otherwise see, condensed into a few minutes of valuable reading.

SALES REVIEW is a digest of outstanding articles, stories, books and speeches about selling. Brief, forceful talks on sales topics, presented in an interesting, concise and entertaining manner. They benefit the salesman and improve his selling efforts.

Salesmen must be well informed in order to sell intelligently. Absorbing good information takes time, and time is a precious commodity to the man who sells. SALES REVIEW is quick and easy to read and is specifically designed to give the cream of selling information in an enjoyable manner.

HELP FOR THE SMALL OR LARGE SALES FORCE. SALES REVIEW will be a sales training aid to your salesmen; and will provide an interesting refresher course in basic selling principles-selling practices on which they may have become rusty during the last several years of "order taking" instead of selling.

Your sales force will want SALES REVIEW. Let us prove that your men will read and benefit from this excellent magazine. At no cost or obligation you can test SALES REVIEW and determine its value to your company. Write for free copies and further information.

SALES REVIEW

417 N. Dearborn St., Chicago 10, III. Superior 5578

gets, gim racks and froligans which often cost only a penny or two, or a few cents at most, can be sterling attention getters. We think they are worthwhile as attention getters or "stoppers." They often cause a busy man to pause, read and maybe smile

Some toy, inexpensive, but impressive enough to induce the dealer to take it home to his child or his grandchild, can turn out to be a a very good reminder and pay off in fixing the meeting in his memory.

Speaking of the power of the small incentive, consider \$400. That's peanuts when compared with the billions which are treated so lightly today. Yet \$400 did a very good job for us in putting over our 1950 dealer meeting. We used it to give three prizes to the winners of a contest; first prize, \$250 cash; second prize, \$100; third prize, \$50. Not enough money to get excited about but it stirred a lot of interest.

Our products are rather difficult to merchandise on a local level in the dealer's hometown and he needs help. So it is important to us to get his attention fixed on our merchandising helps. We give him, without cost mats for use in local newspaper advertising; mailing pieces to be sent to live prospect lists; displays for windows and counters and ideas that can be used for local publicity.

Contest: Use of Sales Helps

Our contest was set up around these merchandising items. To win one of the cash prizes the contestant had to produce proof of use of these helps . . . to the best use, a factor in this usage being results, and the bigger prizes. Also, we offered "certificates of participation." We added a teaser element to the campaign by informing all contestants:

"You won't know if you are a winner until you get to the dealer meeting. Awards will be announced

The response to this contest was excellent. And it did the job we wanted it to do. That was to get every dealer to inform himself about our sales helps; get him to take time to study them. Too many sales helps today never come out of their wrap pers. Merchandising aids left in the basement to mildew are total losses. The trick is to get them used.

We proved our theory that repetition, and continued repetition, needed to put over a successful meeting or a successful idea. We care fully kept tabs on the results of our repeated invitations to our dealers to come to Chicago. Every mailing brought in new reservations. Had we

stopped our mailings no doubt the reservations would have stopped or at least would have slowed up.

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Now we come to the opening of the meeting. With us, and we have found it true generally in observing hundreds of meetings, those who have come to the meeting gang up in the lobby, in the halls and corridors, outside the meeting room doors. They shake hands with old friends, visit, crack jokes. How to get them in?

Din Brings Them In

Using an Ampro tape recorder and an Ampro sound amplifier we set up a din that lasted for four minutes immediately preceding the start of the meeting. This year we used traffic noises. Brakes screeching, horns blowing, gears shifting, and clanging of street cars, cops whistling. Curiosity brought the delegates in pell mell. Suddenly, lights out!

On the screen, swiftly, a "March of Time" sequence showing clouds of smoke arising from an exploded atom bomb, heavy machinery whirring with sound effects, and a cash regis-

ter ringing up dollars.

We usually leave the staging and dramatic effects to our advertising agency, Ruthrauff & Ryan. What they say to do we do. This year, somewhat to my embarrassment, they

dressed me up in a traffic cop's uniform and tossed me in as the fanfare reached its crescendo. They even gave me a line or two. Blowing a police whistle I was forced to say:

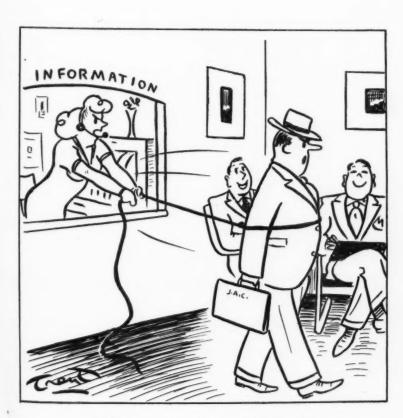
"That's the way business men have been going lately! Stop! Go! Stop! Go! Defense problems! War problems! Supply problems! Sales problems! Stop! Go! Stop! Go!

"You'll learn today that our meeting is tied to a positive idea. We know where we are headed at Ampro... and that means up! Right to the top! Because action is power! Let's go with Ampro."

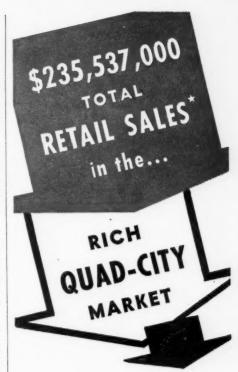
Subject matter for the speakers, we think, was well chosen. Topics came under such headings as: "This is it!" "Drive and Sell!" "Constant Contact Creates Customers!" "Know Your Customers!" "You Tell 'Em,

You'll Sell 'Em!"

Remember, when you put on a sales meeting, a distributors' meeting, a dealers' meeting, etc., it is the end result that counts. By continuous pounding, by constantly repeating invitations to attend, we got in this year not 50% of our dealers but 70%! And our end result was not \$500,000 in sales but \$1,000,000 worth of orders for delivery within 60 days. If there's a lesson in that, anyone can have it.



"Here we wait our turn, big boy!"



RETAIL SALES

Davenport	\$116,266,000 51,594,000	
Rock Island		
Moline	57,121,000	
East Moline	10,556,000	
Total	\$235,537,000	

EFFECTIVE BUYING INCOME PER FAMILY

Davenport	\$6,213
Rock Island	5,703
Moline	5,938
East Moline	5,243

THE DAYENPORT NEWSPAPERS HAVE 99% SATURATION IN DAYENPORT PLUS 10,000 HOMES IN ILLINOIS WITH THE WEEK-DAY TIMES AND THE SUNDAY DEMOCRAT

THE DAVENPORT NEWSPAPERS

The Only Newspapers with Home Delivered Circulation on both the lowa and Illinois Sides of the Important Quad-City Market

THE DAILY TIMES

THE DEMOCRAT & LEADER

represented nationally by Jann & Kelley, Inc.

*Copr. 1950 Sales Management of Buying. Power Further reproduction not licensed

Who's First?

In Mid-America, there can be only one answer-the farmer.

He and his family come first with dealers . . . first with distributors . . . first with jobbers, wholesalers, manufacturers.

How could it be otherwise? Actual sales records from Mid-America counties show the farmer dwarfs all other buyers. Far more than this picture suggests—in many counties, he buys more than the rest combined!

This is not true of any other great mass market. There are farmers in all of them... and farm magazines to reach them. But only Mid-America is a Market Dominated by Farmers. Only one national farm magazine concentrates 92% of its circulation right here where it counts.

That magazine is CAPPER'S FARMER.

Where the farmer is the dominant buying force, Capper's Farmer is the dominant selling force. And this is only one of the BIG 10 Capper's Farmer advantages!

THE BIG 10 . . .

- 1. Largest rural publisher in America.
- 2. Richest farm market in the world.
- 3. Best coverage buy.
- 4. Quality circulation.
- 5. No mass small-town circulation.
- 6. Farm-tested editorial material.
- 7. Reader confidence.
- 8. Merchandised editorial content.
- 9. Market dominated by farmers.
- 10. Most quoted farm magazine.



Capper's Farmer

Topeka, Kansas Arthur Capper, Publisher





SEPTEMBER 15, 1950

ENT

Fabulous Texas: It's a "State on the Make"

According to the figures, the economy of the Lone Star State is registering spectacular expansion. Texas is in a condition of industrial revolution. But at least some of the native adjectives will have to be sheared a bit if we want a realistic comparison with other U. S. regions.

Oil has, of course, been the symbol which has led the entire country to think of Texas and millionaires as the same thing. But there is so much else in Texas besides oil and millionaires that there ought to be a flying Lone Star to symbolize not only the special character of the state but the special verve — some less-considerate folk call it boasting — which goes along with every one of the astonishing facets of the bustle and hustle of a state on the make.

Right now the talk is of war and impending war—which already has set up a new humming and buzzing of activity. The great synthetic rubber factory in the Galveston area came out from under its wraps; a dozen army air-corps bases have gone zooming into frenzied motion. Air-craft plants have lost their lazy look and factory parking lots are packed once again. The classified ads have begun to clamor and bid for workers who have been none too plentiful even in peacetime.

Texas is particularly conscious of its fighting ability, as almost every American who ever met a Texan can testify. And Texas is conscious also of its industrial role in national security. Chambers of Commerce here advertise their state with the argument that America's arsenal belongs inland. Texas industries in the Galveston-Houston section are the children of the last war, and they are key suppliers right now. This new center is destined for a great future since it is based on rich resources and geared to modern needs.

The huge factories along the Gulf sit in the midst of the raw materials which they use; oil, gas, sulphur and salt. Oil and gas are more than raw materials for these plants. They also supply the fuel with which to make the manufactured products. Nearly 22% of the nation's gasoline refining

BY A. G. MEZERIK Roving Editor capacity is concentrated in the strip on the Gulf. Nine hundred million dollars is invested in these plants and 38,000 workers help get out product which last year had a sales price of \$2½ billion. Backing up this industrial colossus is a supply industry which makes the tools and other goods used in the oil fields—a business which accounts for 14,000 employes, some of them with a high order of technical skill.

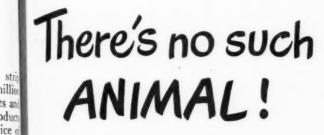
Everyone is familiar with the magic of the oil industry and with the way in which it has produced not only gasoline but millionaires. Not so many are acquainted with the potential of the chemical factories—which in opening the new synthetic field—promise not only to create a new crop of millionaires but to make of this Gulf strip an increasingly populous market. While both these are valuable gains, they are dwarfed by the possibilities inherent in the developments.

We live in an era when we are exhausting our mineral and crop resources at an ever more rapid rate. Inside these chemical plants can already be seen how ingenuity, skill and technical progress will surmount the problem of providing the needs of a populous world by synthetic means. The Dow Chemical Company's magnesium plant takes its basic raw material from the inexhaustible supplie of ocean water. While magnesium is not yet so economically produced or





COCA COLA (left) builds a Texas syrup plant in the shadow of Dr. Pepper's home office and factory (right).



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"Confusion now hath made his masterpiece"

Shakespeare (of course)

Trust the immortal Bard to pre-label one of the most impossible creatures ever conjured up

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THE TEXAS RETAIL SALES GAIN of 350% in a decade (nearly twice the national average) is one reason why so many Northern corporations—such as Procter & Gamble—are building branch plants.



CATTLE MEN may look with a jaundiced eye on sheep raising, but farm diversification is nothing new in Texas. Oil and cattle are only two of the state's great industries. Texans have plenty to talk about.

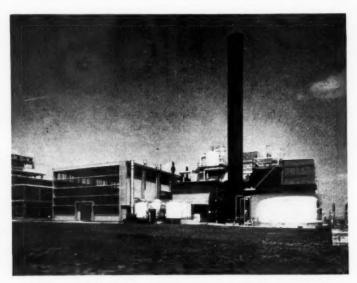
so perfected that it can be used in place of copper or zinc, it is already apparent that one day, in the not distant future, our supply of light metals will be made by synthetic means—cheap, universally available and plentiful. As though to accent this, Alcoa is just opening a plant here, powered by nearby natural gas and making aluminum from bauxite which is, after all, clay—and available in nearly every part of the world in almost unlimited quantities.

Widespread Developments

The development is by no means limited to the creation of metals. Synthetic rubber is well known by now, and with each year it becomes more perfect for our uses. Synthetic rubber is really a case of where men are improving on nature, for this is a product built to the specifications of those who use it and not the adaptation, to human needs, of something that grows. These great factories are also making plastic materials which, for all practical purposes, take the place of wood, glass or other structural materials. It is also here that huge plants make the base for nylon which has already displaced silk and other plant grown fibers.

The chemical industry here is new, dating only from 1940. Significantly for its peacetime prospect, this new chemical industry has had its greatest growth in the postwar years. Seven hundred million dollars are already invested in these chemical plants by nearly every nationally important firm in the field. Twenty-two thousand workers are already employed in spite of the fact that the factories, as yet, produce only heavy chemical compounds and intermediates, making little consumer goods other than dyes, fertilizers and insecticides.

When this gigantic industry does turn to finishing the resources which



ONE DOLLAR out of every twenty spent in the U. S. A. during 1947 for new plant and equipment went into Texas plants such as this Corn Products factory in Corpus Christi. Note wall-less plant.

it now ships in raw or semi-processed state, the Gulf area is in for another boom. It will then become a truly industrialized area which, as yet, it is not. Factory workers comprise only about 17% of all those employed in the Gulf area, a ratio far below that of northern industrial cities. Another clue to the lack of real industrialization can be seen in the comparative absence of small shops manned by expert mechanics which, as alley shops, characterized the growth of Detroit, Akron and other northern industrial centers.

The persistence of an atmosphere of speculation works against rapid

industrialization in Texas. Cattle, cotton, oil and gas all produce the mendous rates of profit when the produce at all. I see investors here can be attracted away from these potential bonanzas to the point where the will put their money into small industrial operations, which, at best yield a much smaller rate of profit. The community, geared into the speculative tradition as it is, keep trying to shoot sevens and elevens. It places little value on the encourage ment of small business.

However, if most Texans are not fully aware of the industrial possibilities, there are those who are. The



roster of the manufacturers already in the area shows that nearly all of the investments in industry so far undertaken here have been by the great and well-established northern industrial, banking and insurance companies. Whatever the immediate consequence of this the long range perspective is that since Texans will derive neither interest nor dividends from these operations little local investment money will be available for local manufacturing enterprise to set up as competitors of the "foreign" firms. Meanwhile, the making of plastics, synthetic fibers, rubber,

aluminum and magnesium go forward—guaranteeing the Gulf area a perpetuation of a boom which started with oil,

Oil has benefited the Dallas region also, but there are other reasons for its continuing prosperity. The Dallas-Fort Worth area is the most populous metropolitan area in the South and the Southwest. It has grown about 50% in the last decade and is presently bursting at the seams.

Statler has announced plans for the building of an urgently needed hotel. The city fathers, a remarkably public-spirited group, talk of the need for expanding outgrown public senice utilities to newly crowded suburban areas.

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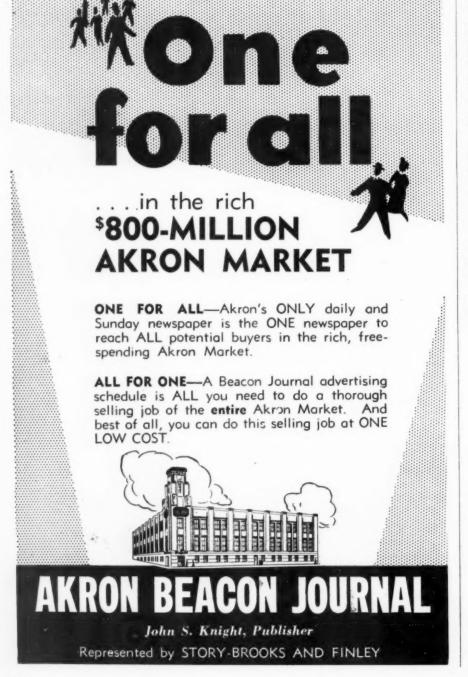
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Responsible for this prosperous congestion is oil, of course, and older mainstays. Cattle and cotton are still huge industries. Above and beyond these is trade, the supply of a huge area in the Southwest which, according to the largest dress manufacturer in the region, constitutes a market second only to the New York area. The Texas part of that Southwestern market is its keystone.

Song and Story

Dallas business leaders use song story and statistics to show how good the Texas pattern of growth is. To make their point they use many comparisons. Texas population growth was greater than the national average of population growth for the period between 1939 and 1947. For the same period, total income payments to individuals over the nation showed an increase of 168% while in Texas it was 224%, and income per person. which rose nationally for an average of 145%, zoomed to 190% in Texas. Texas also showed a better-thanaverage increase in the number of manufacturing workers per thousand of population. Mechanization on Texas farms jumped at a rate faster than in the rest of the country while new construction has also been better than the national average.

Dallas leaders cite these figure proudly to account for present prosperity, and for the guarantee that the future will see Dallas grow, not only as a center for trade, but in the already important needle trades and food-processing industries. And they are undoubtedly right. The future





looks good—though not as good as those percentage figures would indicate. Texas likes to talk of percentages because it shows up many firsts. To be second in anything is considered here as something of a disaster; to be lower on the totem pole than that puts the subject outside the pale of decent conversation.

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However, on the economic front, Texas is not yet sitting on top of the world. Gratifying as it may be to Texans when they say that their rate of growth and improvement is faster than that of the rest of the nation, the facts are that Texas still lags in most departments of economic development. The sobering truth is that Texas has a very long way to go before it catches up with the states which lead in the national procession. While population growth, stated in percentages, is large, it should have been considerably larger. The number of people leaving Texas has been greater than the natural increase in population. Stated statistically, the 16-year period between 1930 and 1946 saw a preponderance of 1,700,-000 births over deaths, yet the net population grew by only 1,500,000. Texas, it appears, cannot yet hold its natural increase in population. While the big cities get bigger, the population in rural areas is decreasing at an accelerated rate.

Figures Don't Lie

Similarly, the figures on per capita income, are somewhat more stark than the rosy percentages. Grow that income did. In the glory year of 1929, per capita income was only \$465. By 1948 it had jumped to \$1192. Percentagewise, that is a jump of 156%, but, in money terms, \$1192 is still well below the 1948 national average income of \$1410. Texas millionaires are not yet to be found behind every bush.

The Texas balance sheet must be seen all together. Its big cities are most certainly a boom area. They will continue to boom as Texas climbs toward meeting the national average. But, as is easy to gather from these figures, this is not yet a land of milk and honey. Undeniably, the rate of growth is fast and perhaps Texas verve will succeed in translating temporary boom into lasting stability. Certainly no state in the Union has more space and better resources with which to do it. The ceiling is unlimited. For many years to come Texans should be able to boast of their continuing gains.

Photographs courtesy The Progressive Farmer, Dallas Chamber of Commerce.



Champagne & Caviar?

(Continued from page 39)

fry, so that a husband could whisper to his wife, "There's Secretary So-and-So; that's General Whosis." Often the Secretary went because he felt that he had to; he wasn't expected to enjoy himself and it was sheer luck if he did. A commercial agency sold for \$50 a list of top rank people who usually accepted invitations. As officials for one important company were making up the invitations, one asked:

"Should I invite people to be impressed by the ones I've got or people to impress them or both?"

The intimate dinners were, of course, altogether different. The word "intimate" here does not always connote the last refinement in luxury — only sometimes. Through the war top managements of several major companies hired permanent suites, with dining rooms and kitchens, in the fanciest hotels, which they furnished themselves. There were dinners and drinks for people of equal rank in Government. It's

doubtful that any business was done at that high level; probably the conversation, insofar as it related to business, consisted mostly of fishing on both sides for information.

Lesser rank company men, salesmen for instance, in war, in peace, any time, do arrange dinners, luncheons, breakfasts for government men. These are not swank when it's big companies that do the treating. Big company men face too many questions if the expense checks get too big. What's too expensive inspires gossip, and in a large concern there's continual dread that the gossip will develop into a Senate investigation. It's better to go to a small plain restaurant than an expensive hotel, where you're more likely to be seen. Rank is observed: The chairman of the board never dines a mere procurement officer.

From the Government side, similar inhibitions are always at work. The Government man, remember, may not accept anything that seems intended to influence his judgment. If it so happens that his own desk is planted square in the middle of office politics, if some of his associates have taken to throat cutting as a sideline, he's bound to be more leary than grateful for too conspicuous prodigality: the ghost of the office spy will be under the table. The most experienced lunch givers do not demur when their guests, with obvious sincerity, insist on going Dutch. They tactfully select places within the guests' range.

Salesmen's gifts, too, are prohibited, but within limits are given and accepted. Excepting in the special cases, not treated in this description, the limits are low. A deep freeze is out of the question. It's always taken for granted that the recipient of anything expensive has asked for it, so that to give when there has been neither blunt demand nor sly hint nor ambiguous coquetry is to force somebody to overcome temptation, to insult him. The salesman must himself judge what the limit is, aware that sometimes it will be absolute zero.

The common run of salesmen's gifts ordinarily does not put the donor beyond the pale: a box of candy for an important secretary, a cigarette lighter, now and then a bottle, more rarely a case, of Scotch. It's not safe to go higher and even the Scotch may prove too high. During the war, liquor was hard to get. Salesmen did not give cases to the important officials who were often much richer than themselves; they offered to buy it for them. That got around and more than one company put its staff to work making con-

nections for the easy purchase of liquor. In Washington, D. C., itself, liquor is a rather frequent gift, partly, perhaps, because, in the absence of fair trading it's cheaper than elsewhere. Also, some of it is brought in by the Embassies, ex duty.

More than one official remarked that if he gets a gift, say a paper weight, he prefers it with the advertising inscription. The airplane manufacturers' names appear on the miniature craft adorning various official desks, and the officials feel more comfortable. With the advertisers' blurb, the gift is less personal, more the ordinary - course - of - business. It need not be returned.

Obviously, it would not be possible to list every branch of every service outlining what is customary for that branch; indeed, within any one of them there are variations person by person. It's for the company agent to find out for himself how to deal with his people. He runs into:

1. Direct hold-ups (such as confronted Hughes), which are criminal.

2. Legitimate hold-ups for dinner and the like, e.g., Quartermaster's

3. The wartime custom of regularly given parties, which fed on itself and which served no mercenary purpose.

4. The practice of inviting to small dinners and luncheons those you deal with.

5. Giving small presents.

Use Discretion

The man on the spot must judge what is going on and whether it is or isn't necessary that he comply. It's usually better to err by being too stingy than by being too generous; to raise the ante above custom may cause trouble.

From this summary, it's apparent that building good will isn't a matter of spending money: It's judging the people you're dealing with. Some times, the procurement officer will be in strange territory, far away from home. Though he'll be scared of an elaborate spree, he may long for a bridge game and home cooking. In accepting your invitation, he may bring a house gift, which you simply accept. He may love publicity. If he does, he'll be glad to address a pep meeting and to read about it later in the house-organ. He may also have an utter terror of leaving the obscurity he's most used to; in that case no pep-talk and no write-up.

Before giving, learn the customs of the branch and then the preferences of those you're giving to. If these happen to be on the fancy side, beware.



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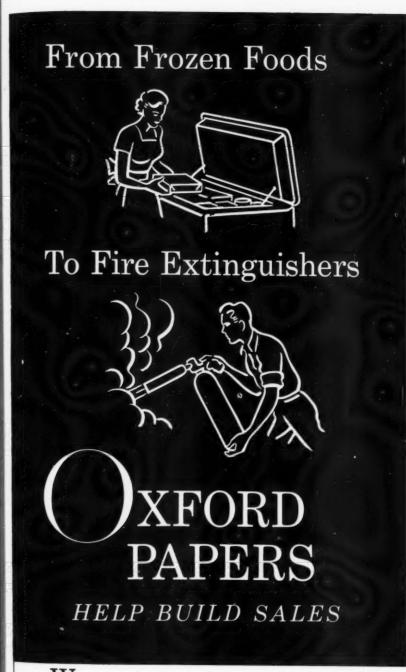
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producers of fine printing.

The practical result of this specialization has been the progressive development of a range of coated and uncoated grades that contribute to better results in offset, lithography, letterpress and rotogravure printing. In short, the Oxford label means you're sure of the right choice for the job.



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Dear Editor ...

RAILROADS

Editor, SALES MANAGEMENT:

I have just finished reading your August 15 article "Can the Railroads Climb Out of Their Rut?" by Lawrence M. Hughes.

Mr. Hughes has summarized the precarious condition of the rail carriers exceedingly well. He has presented the case impartially and I could hope that most all Americans might read it, for in one form or another, all of us are dependent upon and have an interest in the future of our common carriers.

May I suggest that Mr. Hughes be called upon to write more frequently about all of our common carriers as this article has certainly been most interesting and is presented very differently from most of the articles . . . which reach the desks of business men. . . .

Harry B. Scott Scott Traffic Consultants Pittsburgh, Pa.

WHO'S "FIRST"?

Editor, SALES MANAGEMENT:

The article, "Can the Railroads Climb Out of Their Rut?" fails to emphasize sufficiently that excessive regulation and regimentation by federal and state agencies, and unwarranted Government subsidization, both federal and state, of competing agencies, are the primary handicaps to the railroads. Given equality of treatment, they would meet competition effectively.

. . . I also think that your conclusion that Mr. Pullman pioneered in feather-bedding, because of the fact that there is a Pullman conductor as well as a railroad conductor, is not warranted by the record. The fact is and always has been that the duties of the Pullman conductor are much more extensive than merely collecting tickets. His primary task is supervision of the Pullman service which the train conductor is neither trained nor qualified to do.

Nor do I think your statement that we slug the airlines in our advertising is warranted. We do not and never have mentioned any other agency of transportation in our advertising.

You have also fallen into an inaccuracy when you say that neither Pullman-Standard nor American Car & Foundry Co. built the first lightweight, streamlined train. The fact is that Pullman-Standard did build the first operable, lightweight streamlined train, "The City of Salina," which preceded the Burlington "Zephyr." The record is perfectly clear on that.

G. A. Kelly Vice-President The Pullman Co. Chicago, Ill.

DISSENTER

Editor, SALES MANAGEMENT:

I am in . . . complete disagreement with [the railroad article] in its use of statistics, its interpretation of facts, and its general presentation of the situa-

Perhaps, though, I should say that the treatment of what I had to say about land grants is in error. I did not say that railroads were granted less than 8% of our land area, but rather that only 8% of railroad mileage received land grants. These lands were worth, at the time they were transferred to the railroads—which is the time when value would be measured in any purchase and sales transaction such as this was—approximately 97c per acre or about \$125,000,000 for the 131,351,000 acres. Even, however, if the price which the railroads received for the land after they had developed the country, which averaged 3.38c per acre, should be substituted, the government was way ahead on the transaction.

The question of how much the value of those acres has appreciated in the hands of purchasers, and in the light of the development of the United States, has no more to do with the transaction between the government and the railroads nearly a hundred years ago than the price paid the Indians for Manhattan Island has to do with present New York real estate values.

Robert S. Henry Vice-President Association of American Railroads Washington, D.C.

"A SMOOTHLY WORN RUT"

Editor, SALES MANAGEMENT:

By golly, I sure would like to shake your hand!

Hardly an issue of your magazine appears that you don't find room to "goose" the railroads—and in a constructive way. If only there were more editors like you, with an obvious interest in improving rail transportation and actively goading the railroads day after day, then railroad management might be shaken out of its sleep—a sleep that puts Rip Van Winkle's nap to shame. . . .

The railroads are vitally important to this nation; no one in his right mind can deny that. The railroads should not be pushed into government ownership; as a taxpayer, I am thankful that my taxes do not have to help make up the operating deficit of the railroads. The railroads must be strong, progressive and profitable . . . but unless they wake up to the fact that it is not enough just to operate trains safely, to keep them running every day, and to provide the necessary operational facilities, then they will continue to prove, as Mr. Hughes says, that "many

railroads are going down fast-with fly

ing alibis."

I am not an expert on railroads, here do I profess to know the answer to all or a major portion, of their problems. But I do know they are in a deep smoothly worn rut that is getting deeper with each passing week. The railroad have consistently followed a negative theme in their thinking. The trickle of advertising they do clearly shows this Too much ammunition is being wasted on propaganda attacking one whipping boy after another. If they were to diver even the sums used for this purpose to positive, constructive, promotional selling of the railroads' advantages, the picture would, no doubt, be considerably brighter from the standpoint of their traffic reports and financial statements.

The people—travelers and shipperswant to know: "What does the railroad offer me? Why should I travel or ship by rail instead of some other way?" In short, railroads virtually ignore "sell" in their appeals to the public. . . . Railroad management needs waking up to the far that this is the middle of the 20th Century. They must learn that neither passenger nor freight traffic is going to come their way as the result of whining about competition. It will come with some hard-hitting, imaginative, persistent, and revolutionary—for the railroads salesmanship. . . .

Pascal B. Owen Columbus, Ohio NO

ENDORSER

Editor, SALES MANAGEMENT:

We never did put the "5-hour business day" schedules into effect.

Henry F. McCarthy Vice-President The New York, New Haven and Hartford Railroad Co. Boston, Mass.

SM AT WORK

Editor, SALES MANAGEMENT:

We phoned your office last week to request permission to reprint, for distribution to Dun & Bradstreet salesmen, excerpts from your August 15 article of the transition period. ["If,—the War Get Hotter," etc.]

Seldom have we come across such timely material that had so many applications to our own current business research sales program.

William C. Lewis Dun & Bradstreet, Inc. New York, N.Y. a fa

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(D & B reproduced significant parts of the "If" piece, appended interpretive comments in simulated long-hand, indicating how the company's salesmen and frame selling talks to meet today's changing management needs.—The Editors.)

A LOOK AT CONTINGENCIES

Editor, SALES MANAGEMENT:

You have inaugurated a series of helpful articles ("If"—etc., SM Aug. If and Sept. 1) pointing out lessons learned in periods comparable to those we are likely to have to face again in the day directly ahead.

Alert sales managers will be wise to heed this timely counsel and advice and thus avoid making the same mistaker that in the past proved so costly...

Al Schindler Schindler Corp. St. Louis, Mo. Now-Kimberly-Clark brings you

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Premium Papers at "Economy" Prices!



HERE'S YOUR BEST SUPER SALESMAN - NEW LEVELCOAT- READY FOR SUPERCALENDERING!

Now you can make every impression a far better impression - without an increase in printing cost! For Kimberly-Clark's four new fully-coated Levelcoat* papers with new fiber, new formula, give you premium quality press performance and reproduction-at the cost of ordinary paper!

You'll see new whiteness and brightness, feel new smoothness, in all four Levelcoat papers. In makeready, on large or small presses, you'll discover new economy and dependability. Finally, in comparing reproduction with that of any other paper, at any price, you'll agree there's a striking new difference in the quality of printing achievedwith less waste-on new Levelcoat.

So regardless of your paper requirements - for long runs or short runs, for advertising pieces, magazines or house organs-look to Levelcoat for printability at its best.



He barks! - After leaving the automatic barker, logs are further stripped by the hand barker. Extra steps in the careful preparation of other raw materials, too, help assure this new premium quality. It's the finest paper in Levelcoat history-whiter, smoother, stronger, more versatile than you ever before believed possible.



Proof of the paper is in the pulp! After further refining, and the addition of Long Lac sulphate fibers, this fluid pulp goes to the paper machines. The result then, will be a bright new premium paper that prints with exciting needlesharpness...gives you brilliant true-to-life reproduction that snaps, sings, sparkles!



Ever try to pass 79 final exams? Levelcoat does, or it never leaves the mill! Many tests are made on precision instruments; others with the skilled hands of highly-trained personnel. These people are proud of new Levelcoat-proud enough to make sure it gives you the press performance and reproduction of higher-priced paper!

Before choosing any printing paper — Look at Levelcoat

New HIFECT* - with sulphate-cooked fibers added, permanence, foldability, dimensional stability make Hifect ideal for covers or any fine letterpress printing.

New LITHOFECT*-for finest offset printing. Provides a moisture-and-pick-resistant coating. Offers outstanding foldability. Renders colors without loss of density. New TRUFECT*-whiter, smoother, folds even better than before. Trufect, for letterpress, offers faster ink setting time, greater press dependability, finer reproduction.

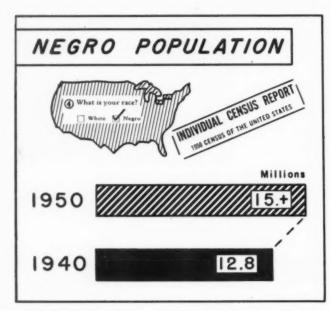
New MULTIFECT*-an economy sheet for volume printing. Now Multifect has added strength, better foldability, greater uniformity ream-on-ream than ever before.

KIMBERLY-CLARK

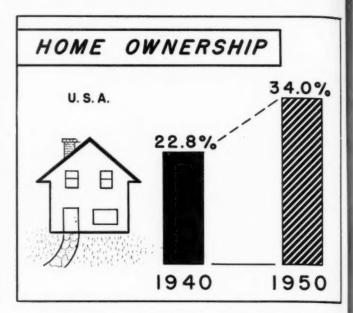
NEENAH, WISCONSIN



*TRADEMARK



HOW BIG? The U. S. Negro population now exceeds 15 million. Negro population density has increased in large cities, too, providing easier access to a compact group.



STABILITY: Home ownership among Negro families has increased, too, over the past decade. More Negroes are employed at better jobs with more permanent job opportunities.

Why A Handful Of Advertisers Dominate Negro Markets

Schenley . . . Esso . . . Rumford . . . Pepsi-Cola . . . long have cultivated America's 10-billion-dollar Negro market with special advertising teamed with colored salesmen and sales managers. Now others seek a share of this rich market.

With marketing and management undergoing convulsive changes, the American Negro market has come in for some rather microscopic examination.

Marketers began to stir in 1945 when money was free for the new market development. They found that the wartime Negro consumer was a prolific buyer of many goods and services. Some found it an excellent place to advance brand name prestige and position, hoping that it would be considered sound public relations.

To be sure, marketing procedures were to undergo radical changes, revisions to keep abreast of the drastic changes in cities, counties and states. The market in its national character had been given new searching study. Some few people had discovered that all markets are local. So, too, the Negro market began to loom up as having size, shape and characteristics as different now as would be the dif-

ferences between the Stanley Steamer and the Cadillac Fleetwood.

For example, it was pretty generally agreed that few Negroes in farm belts were hardly more than sharecroppers even though some did own large acreages and did plant something besides cotton and potatoes. In 1942 Negro farm income was approximately \$1,250 million. Of 700,-000 farm operators, 25% owned 30,-000,000 acres valued at \$836,000,-000, with buildings and equipment valued at \$40 million. Today there are fewer farmers, but the remainder have substantially increased both acreage and income, the latter being nearly a third more than in the period 1942-45.

Today our once lamented sharecropper is a fellow with an average six-room house. Last year he had an income of nearly \$5,000. True, the colored farmer is as alert to farm price supports as his next door white neighbor and knows the value of planting the right crops for higher prices and greater profit returns. Still, he has shifted his place of residence. Now we find 48% of the U.S. Negro population on the farm, whereas prior to 1940, slightly more than 52% were to be found in farm and rural non-farm areas.

The average northern, mid-western and western city, too, has felt the impact of large increases in Negro population. Cities with formerly 2% and up to 5% Negro population, now can boast of 7%, 10% and 12% Negro population. Some will go, like Baltimore, up to 20% Negro population.

In terms of economic soundness so far as the colored citizen-consumer is concerned, one needs only to look at the sharp increase in home ownership among them. In 1940, 22.8% of U.S. Negro families owned their own homes. Now home ownership has increased to slightly over 34% for the country as a whole. Population went up from 12,865,518 in 1940 to more than 15,000,000 in 1950, which is confirmed by the new Census data. And so it goes. Births are up 28.2% per 1,000; deaths have

BY DAVID J. SULLIVAN

GREAT NAMES like



WORLD LEADER IN AIR CONDITIONING.

Keep Purchasing Power Consistently High in

SYRACUSE, N. Y.

The name of Carrier Corporation, top-ranking manufacturer of air-conditioning equipment, is known the world over. Located at the Hub of the Empire State with ready access to world markets by all modes of transportation, Syracuse provides Carrier and many other manufacturers of world-famous products with strategic location as well as efficient, economical sources of local supply from more than 400 widely diversified industries.

In turn, these industries, large and small, contribute to the prosperity of this ever-growing Central New York metropolis by maintaining steady employment and high wage levels—factors which make Syracuse a community of tremendous buying power. This is clearly reflected in monthly reports that consistently show Syracuse out front in increases in department store sales in the second Federal Reserve District, including key cities in New York and New Jersey.

SYRACUSE NEWSPAPER CIRCULATION provides blanket coverage of this highly responsive, all-important

market. Now, more than 215,000 daily and 333,000 Sunday circulation presents the message of manufacturer and retailer to this great ready-to-buy able-to-buy audience.

For Complete Market Coverage at ONE LOW COST . . .

HERALD JOURNAL — POST STANDARD

(Evening) (Morning)

HERALD-AMERICAN POST-STANDARD
(Sunday) (Sunday)

GENERAL ADVERTISING REPRESENTATIVES MOLONEY, REGAN & SCHMITT

SEPTEMBER 15, 1950

ALL BUSINESS

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declined from 13.9% to 11.4% per 1,000 of population. Income has doubled, even trebled, depending on which market you are viewing.

On the question of gross national income, unlike previous years, few will today come up with myopic, minescule sums. Instead, the Negro market as a whole has purchasing power relatively stabilized around \$10 billion and, with the continuing rate growth economically and politically, will make further upward advances. A combination of FEPC labor union integration, and intelligent self-interest by the management of many of America's leading industrial giants is making all this possible. And it is in the realm of enlightened self-interest by advanced management that an entirely new phase of marketing and management is taking place in order to cultivate the Negro consumer in his own market.

National Emphasis

Around 1930 and before there were scarcely more than a dozen important urban Negro markets in the entire country. And a few Negro newspapers served these few. Most Negro newspapers were embarked on a course of operating their media with a view toward attaining national coverage. Local penetration except in a few isolated instances was not to be found.

In 1947, however, one could count some 52 important or major urban Negro markets. Together with their lesser contiguous markets, they reached and accounted for 73 cities with Negro populations to be reckoned with on any sales chart. Market research data from all sources began to show amazing figures. In the case of a family consumer panel, the figures on packaged wheat cereal purchases by American Negro consumers nearly caused apoplectic fits in both the client's home office and in the advertising agency handling the account. The alcoholic beverage industry looked into its own sales data and came up with earth-shaking information.

To some, the use of the term "social consciousness" takes on all shades of meaning, leading up to the charge of "communist," or "communist inspired." However, H. Fred Willkie, Edward Bernays, Charles E. Wilson of General Electric, along with many others, are, and have been, advancing the concept that management must become aware of community and consumer needs and attitudes. Companies with a "sense of social-consciousness" at top level have made the most progress in capturing

markets and are maintaining positions of leadership—in some cases, outright dominance of markets in many sections of the country, in many competitive fields, and with brand products available in the national market. Let us see what a few of them do to cultivate the Negro consumer in his own market.

It might be accurate to say that Standard Oil Company of New Jersey, now Esso Standard, was among the first, if not first, to employ a colored gentleman, James A. Jackson, to head up and guide its Negro market activities and operations. This was nearly 19 years ago. Today, this activity has been transferred from the sales and advertising departments to the public relations department and, in line with expansion of the company's other activities, it too has been expanded with additional personnel and general office facilities. One may safely assume that Esso Standard is first in sales in the Negro market in the areas in which it operates, some 18 states from New England to Louisiana.

In the West, the Continental Oil Co.has had a Negro heading its Negro market operations and handling its public relations in this field for more than 10 years.

In the food field, Rumford Chemical Co. led off in the early 30's, with two Negros specializing in dealer sales and sales promotion

which put Rumford, a quality baking powder, on top in the Negro market at that time. Moreover, the outstanding job done by its colored field force was such that other companies, to maintain their sales positions, began to do likewise. It is interesting to note that when the operation terminated because of change in management, Raymond Scrugg, one of the top men in sales promotional work among colored consumers, later opened and operated one of Detroit's most successful General Electric dealerships. And he retained his ownership after taking over the district managership of one of the largest local Michigan Bell Telephone Co. offices.

The fundamental soundness of this type of selling policy soon was to be recognized in many other and different kinds of fields.

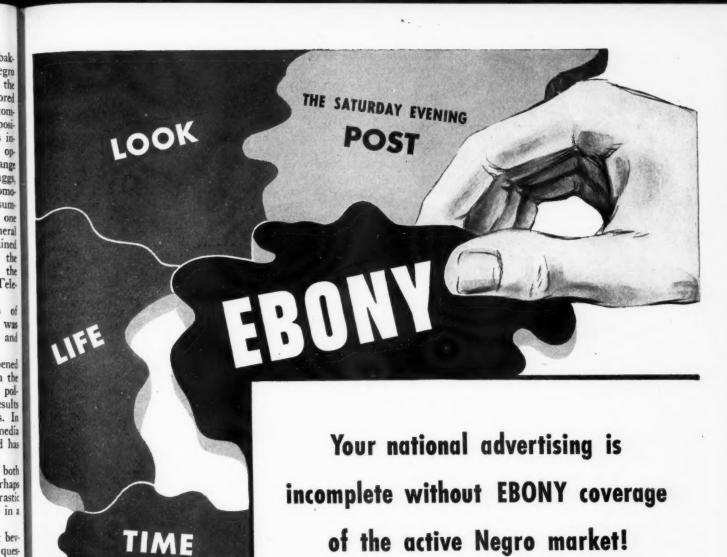
Lever Brothers Co. first opened the door for colored salesmen in the New York area, expanding this policy, because of the successful results shown, to other major markets. In 1948 Lever re-entered Negro media for the first time since 1929 and has continued ever since.

In the beverage industry, both alcoholic and non-alcoholic, perhaps are to be found the most drastic changes which have taken place in a relatively short time.

Take a quick look at the soft beverage industry first. Without ques-



"We've got the material; the public has the money. Why can't we get together?"



A 10 city survey of newsstand magazine sales in Negro areas (available on request) shows Ebony outsells everything including Life, Look, the women's and confessions magazines. Such solid circulation (80% newsstand every month at 30c a copy) proves the strength, virility, and continuing appeal to Negro buyers with money to spend on nationally advertised products. In 5 short years, Ebony has risen to a position of unchallenged dominance in the Negro field. This market is yours

Get the facts on the 15 million Negro market with \$15 billion a year to spend!

in Ebony's advertising columns!

12 cities with 100,000 or more Negro population

LADIES' HOME

JOURNAL

- Atlanta
- Memphis
- Baltimore
- New Orleans
- Birmingham
 New York
- · Chicago
- · Philadelphia
- Detroit

MENT

- · Pittsburgh
- · Los Angeles
- · Washington, D.C.

Johnson Publishing Company, Inc.

1820 S. MICHIGAN AVE., CHICAGO - 55 W. 42nd ST., NEW YORK - 427 W. 5th ST., LOS ANGELES

tion, Pepsi-Cola's leadership remains undisputed. Contrary to general opinion among industry leaders, price is not the factor which has accounted for Pepsi-Cola garnering 40% of the market in the Negro field. On the contrary, Pepsi-Cola was the first major soft drink company to give consideration to the Negro market and its millions of consumers on the same basis as they considered all other people in the market placesolely as consumers. The psychological effect on the thinking of colored people was enormous. This in itself opened new vistas for Walter Mack and he, being the far-sighted individual he is, quickly saw the wisdom of further enhancing his sales position in this new market. As a result, he expanded his selling efforts through a large colored staff.

In 1946 Pepsi-Cola Co. employed Edward F. Boyd, formerly of the San Francisco Housing Authority, as assistant sales manager to head up Negro market operations. The field sales force was augmented and today these sales promotion men are doing an outstanding job aiding dealers and distributors in merchandising and promoting Pepsi-Cola products throughout the country, operating a they do in the Negro market nation-

Needless to say, others in the nonalcoholic field have had to substantially increase their Negro market activities and operations to meet this highly competitive threat to their sales positions. Certainly here is a first step for management to take in bringing at management level the best brains, talent and abilities of trained Negro executive skill to cope with and solve the complex marketing problems peculiar to this field.

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In the alcoholic beverage industry one may easily see the necessity for employing Negro sales promotion and merchandising men in light of tremendous sales totals to be found in urban Negro markets where alcoholic beverages are licensed for sale-both in open as well as monop-

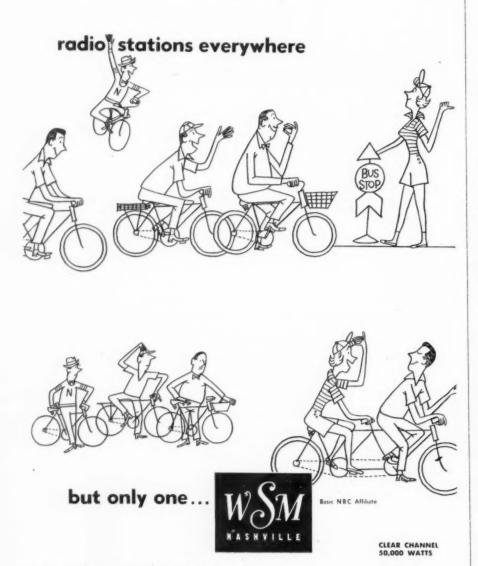
oly states.

Tale of Two Cities

Let's take two cities for the sake of measuring the Negro markets in them as a basis of comparison, or as an indication of what goes on in one particular industry. It is reliably reported that the colored population of Chicago's south side accounts for 35% of total liquor sales in that city. In Baltimore the 20% of the market which is colored accounts for 40% of total alcoholic beverage sales.

In other words, it seems axiomatic that liquor sales in any urban market will be approximately twice that of the colored population. Oddly enough, the Negro market is not a hard liquor market, in spite of its huge liquor sales. Wine and beer sell in large volume. Today, no company selling such products would consider going into this market with out using colored salesmen to do the job. And it is in the alcoholic beverage industry that management leadership has been most intelligent, most advanced. The steps which have been taken are far-reaching.

In early spring of last year the Cleveland-Sandusky Brewing Co. and nounced the promotion of their Eddie Hilliard to the post of assistant sales manager. A few weeks later. Negro newspapers in Cleveland carried the announcement of the ap pointment of Ted Witbeck as special sales representative in the Negro market, with headquarters in Cleveland, for the Hiram Walker Co. May 1 Seagram-Distillers Corp. announced the appointment of Joseph B. Christian, formerly advertising manager of the Negro magazine,



If you want to give your advertising dollar a long and fruitful ride, climb onto the 50,000 Watt Clear Channel Signal of WSM. You'll travel the highways and the buy ways of the fabulous Central South, with the backing and sales influence of a station which has enough talent and talent good enough to originate sixteen network shows weekly, in addition to regular station business. Results? Just ask Irving Waugh or any

Petry Man for case histories.

WARD PETRY & CO

Our World, to a top management position in its general offices.

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A thorough analysis of these appointments is illuminating. First, of course, is the scale of salaries these new type Negro executives are getting. Without naming the companies, the lowest salary is \$10,000 annually. One salary is \$20,000. And one of these men turned down one of the appointments because he already was getting \$25,000 without having to move away from his home town.

Are these figures justified by the potential now offered by the Negro consumer in his market? That is a logical question for management to ask. The answer: "Yes." Mr. Hilliard's share of the Negro Cleveland beer market during the depression probably kept the doors open for Cleveland-Sandusky. They have expanded their colored sales force this year. Hiram Walker Co. has for many years tried to achieve a position of sales leadership in the Negro market and, until recently, was not meeting with any success of any worthwhile account.

Mr. Witbeck, a Clevelander and a very able fellow, has embarked upon one of the most ambitious sales and advertising campaigns ever to hit the Negro market—at least, not since Schenley Distillers first cracked the ice with a \$65,000 budget in 1935. At that time, Schenley employed a colored representative to cover the Negro field nationally, and backed up the entire program with an advertising campaign costing over \$50,000—a phenomenal budget then, to say nothing of such a budget being directed to a "special market."

Recruiting Drive

Mr. Witbeck has toured the country recruiting qualified Negro men, training them to put Hiram Walker products over, regardless of what competition may be doing. A check of the company's activities reveals that there are 54 Negroes on the company payroll at all levels, doing any work for which they have the talent and the ability. As to the sales and advertising effort put forth by Hiram Walker it might be a safe estimate that it is costing the company over \$100,000 annually and is going to go higher in order to get a foothold in this lush market.

Here we might bring into the picture Seagram-Distillers Corp., a tough customer in any competitive battle of the liquor brands. Mr. Christian is now a vice-president in charge of Negro marketing operations. In the Negro market these giants secure approximately these percentages: Seagram and affiliated

companies garner about 50% of the total sales. Schenley and its affiliated company-brands take about another 25%. National Distillers is snatching something like 15% or more. The other companies must slug it out for the rest. Mr. Christian plans, surveys, counsels, guides and recommends and it is up to management after that to initiate the effort.

Schenley, too, is not asleep. William Chase, formerly of the New York Amsterdam News, currently is touring the country with a film showing the

Schenley Distillers Company's own film on that company's self-initiated Fair Employment Practices Policy. Such activity has a remarkable effect, too, on white retailers, whole-salers and jobbers. They are getting a new slant on how important their Negro clientele is to them, especially when backed up by market data showing the buying power of the Negro consumer in his own market.

Management's quest for new markets to conquer is not confined to the food and beverage industries and the gasoline and oil fields. Take two



Split prongs swing out at finger-tip touch; contents lie flat for use—reduces sheet wear in daily use; another touch of trigger opens prongs for instant changing of sheets in ANY part of binder—EASY to keep contents completely up-to-date. Compact; holds full rated capacity—more pages in less space than with ring binder. Four capacities, 12 sizes in stock. Write for folder and prices:

Surkhardt LARNED AT SECOND
DETROIT 26, MICHIGAN

"Where are the layouts? What layouts?"



Calm down, boys! You can get what you need from anywhere in hours - when you use the speed of Air Express. That's why printers, engravers and agency men specify Air Express shipment, and meet every deadline with time

Use it regularly to put wings on all stages of production. Air Express gives you the time to do a better job. Rates are low! For example, 18 lbs. goes 1100 miles for \$6.08... 6 lbs. for \$2.39. And rates include special door-to-door service at no extra charge.

Air Express gives you all these advantages

World's fastest transportation method.

Special door-to-door service at no extra cost.

One-carrier responsibility all the way.

1150 cities served direct by air; air-rail to 22,000 off-airline points. Experienced Air Express has handled over 25 million shipments.

Because of these advantages, regular use of Air Express pays. It's your best air shipping buy. For fastest shipping action, phone Air Express Division, Railway Express Agency. (Many low commodity rates in effect. Investigate.)



other examples in totally unrelated industries. One is retail for consumer goods. The other, retail all right, but a costly consumer durable, automobiles.

Some of you will remember Jesse Owens of 1939 Olympic fame, and the man who made Hitler walk out of the Stadium before shaking hands with "the world's fastest human." Well, Mr. Owens is now vice-presdent of a Chicago clothing concern on lower State Street. He had many years' experience developing the Ne gro market for Calvert Distillers Co., then Standard Oil Company of Ohio (Sohio), and later in public relations and personnel work for the Ford Motor Co.

Success Story

In Baltimore, a young fellow several years ago joined up with a young white chap who had an automobile repair shop and a Dodge showroom large enough to display one car only. William I. Brown now vice-president in charge of sale for D. S. & D. Motors, Inc., the big gest Dodge and Plymouth dealership in the State of Maryland, has by sheer ability not only accounted for substantial sales of Chrysler cars and trucks to Negro buyers in what admittedly is a tough market, but ha countless white concerns and individual owners among his company's substantial customer list.

To those who ask "But aren't most of the dealers, retailers and store owners white?" the answer's "Yes." But, if one expects to do business in the Negro market, one will find the owners, too, asking the question, "Do you have colored salesmen, and if not, why?"

As one marketing expert recently put it, "If a company can have an export manager, or vice-president in charge of export markets, then I can see ample reason for a concern having a vice-president in charge of Negro market operations. Certainly our export markets as they now stand no where match the size of the American Negro market. We get our money back easily in the Negro market and substantially raise the level of our economy at the same



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(Continued from page 89)

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Annual Report of CAB. Published by Civil Aeronautics Board. \$.50.

Airline Competition by Frederick Gill and Gilbert Bates. Published by Harvard University Press, 1949. \$5.75.

Airline Traffic Survey issued March and September of each year. Published by Civil Aeronautics Bureau.

Aircraft Yearbook. Published by Lincoln Press, Inc. \$6.00.

Commercial Air Transportation by John H. Frederick. Published by Richard D. Irwin, Inc. \$6.00.

Transportation—Motor

Automobile Facts & Figures. Published by Automobile Manufacturers Association.

Automotive News Almanac. Published by Slocum Publishing Co. \$2.50. A

Branham Automobile Reference Book. Published by Branham Printing Co. \$3.50.

Bus Facts. Published by National Association of Motor Bus Operators. A Automotive Industries' Statistical Issue.

Automotive Industries' Statistical Issue.
Published by Chilton Co., Inc.
\$1.00.

Transit Fact Book. Published by American Transit Association, Inc. A

Transportation—Railroads

Official Guide of The Railways. Published monthly by National Railway Publications Co. \$25.00 per year.

Pocket List of Railroad Officials. Published by Railway Equipment and Publication Co. \$7.00 per year.

Quiz on Railroads and Railroading. Published by Association of American Railroads.

Yearbook of Railroad Information. Published by Eastern Railroad Presidents' Conference, Committee on Public Relations.



24 of the nation's leading 200 Food Volume Counties, doing 9.8771% of the nation's total food business, are covered by Western Family.**

- * Goes Home with the Homemaker
- Copr. 1950, Sales Management Survey of Buying Power; further reproduction not licensed.

OFFICES: Los Angeles • San Francisco Seattle • New York • Chicago



Delivering MORE Listeners at a LOWER COST...





"WHY I DIDN'T REALIZE I SAID THAT!" Conversations between reservation people and customers are recorded on a Gray Audograph for playback and analysis of manners and sales mindedness.

TWA's Telephone "Order Takers" Learn To Sell Round Trips

By systematic use of five leading questions, reservation people for Trans World Airlines pick up "impulse" sales, keep inquirers sold on the airline's courteous service, plus handling 30% more calls before sales training began.

"The most perishable commodity in the world is an airplane seat; if you don't sell it, it's gone forever." That slogan appears on the wall of the reservations office of Trans World Airlines in mid-town New York, a constant reminder of their sales responsibilities to the 30-odd reservation salesmen seated at a long table with telephone receivers at their ears. But there is more than the slogan to keep them sales-minded. For the past two years, a continuing sales training program has been in progress, entailing supervision, playbacks of discs of telephone conversations with customers, and round-table discussions of sales techniques.

It is true that a selling job is not required in handling every call which comes to the reservation department, since some of those who call have already made up their minds to fly via TWA. For that reason, it is difficult to estimate the exact proportion of the line's passenger flight

sales which are made by telephone. It is certainly large, especially if it is taken into consideration that a "sold" customer could easily be "unsold" if the quality of telephone service he received displeased him.

Postwar Problem

During World War II and for some time afterwards, TWA's management did not have to build flight traffic. The problem was to buy enough planes. But as conditions became normally competitive about three years ago, it was apparent that salesmanship would be necessary to keep business at a desirable level. Since so large a proportion of the company's bookings are made over the telephone, a good place to start a sales improvement campaign would be with the telephone reservations salesmen.

Then, as now, the supervisor was responsible for the sales methods of

reservation salesmen. The difficulty was, however, that she could hear only one side of a conversation—not enough foundation for constructive criticisms and instruction. The first innovation under the new program was the installation of a turret platform at one end of the room, from which position she could see the salesmen and, by means of a special extension, listen in on conversations and, at will, talk with the salesmen.

Under this system, she can listen to each in turn and, at the end of a conversation, plug in and offer praise or suggestions for improvement in technique. The salesmen know that her purpose is to help and, when at a loss as to how to handle a particular problem, may ask her to take over. The plan is especially helpful in training new salespeople. At certain periods of the day recordings are made on Gray Audographs of some of the conversation. These are used in round-table sessions during the afternoon training period.

When the program was initiated it proved useful in an unexpected way, by showing certain weaknesses in methods of handling incoming calls, weaknesses it was possible for management to correct.

For example, it was learned that considerable time was wasted because salesmen did not have at their fingertips information frequently needed.

Stays at bat 2 weeks





ne in Detroit Tiger Games with Harry Heilmann

...on a single dry cell flashlight battery!

If this Goebel display comes within your range of vision...you have to be blind, preoccupied or awfully worried not to notice it!

Because the big boy waggles his wrists and waves his bat in really lifelike, big league fashion...and keeps waggling and waving for two weeks of business days—on one 10c dry cell! No electric outlet needed!

It features baseball, beer, the face of a well-known broadcaster, and the Goebel radio program. Program and announcer were localized for California and Michigan areas where this display is being shown.

Seldom has any display—even an Einson-Freeman display—made such an immediate hit, won so much favorable reception from both public and trade. And it is one of the most economical animated displays ever produced!

We'd like to show you this Goebel display, and our other current productions...so you can see how much difference there can be in a) display, and b) what your display dollar can buy from E-F.

Phone, wire or write...and the nearest E-F representative will come arunnin'...or at least call for an appointment!

Einson-Freeman Co., Inc.

Always-in-there-pitching lithographers

Starr & Borden Aves., Long Island City, New York

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SELL 153

STERDAYS SALES 594

AUX OLIOTA 565

SEE . . . HEAR . . . SELL: The turret supervisor can see all reservation clerks, listen in on any conversation, and be ready to help in mediately on those questions which stump the reservation clerk

For example, if someone wanted to know about flights to Denver, the salesmen would have to spend time looking up connections and tariffs for the point at which TWA makes contact with Continental, on whose lines the trip must be completed (since TWA does not go to Denver). Today this and other information is available for quick reference in tables and easy-to-read form. Most patrons want to know when flights start, time of arrival at the final destination, and the cost of the entire trip. They are not concerned with the fact that the flight is made over two different lines. Being able to give this information quickly saves the time of both the salesman and the customer, and represents better service as well.

Gradually, the formula for telephone conversations has been standardized—so far as this is practicable. Chalked up on the bulletin board in the reservations office is this outline:

1. Open the conversation: "Reservations. May I help you?" Listen carefully—Answer questions with authority.

2. Control of conversation: Don't hesitate or pause. Ask questions that lead to sales. Use what, when, where questions.

3. Make the sale: Ask for the reservation. Ask for the return. Arrange for ticket pick-up.

4. Close the conversation: Get telephone contact and limousine information.

5. Summarize flight data. Say "Thank you for calling TWA."

The outline achieves several objectives. It helps the salesmen to come to the point quickly and pleasantly, and

to carry the conversation along logically to its conclusion. From a sales standpoint, the most important steps are the two headed, "Control of Conversation," with its recommendation, "Ask questions that lead to sales," and the one headed "Make the Sale."

Taking the Lead

Here's an example of the use of questions leading to sales. A prospect calls to ask "What flights do you have to Chicago?" The salesman takes the ball in his own hands by asking, "When are you planning to go?" This is an intelligent question, partly because a change in schedule or rates may be impending, especially if the flight is to occur at a time well into the future and because of its psychological effect. It is possible that the inquirer may not yet have decided whether he will go to Chicago or not. Or, if he is determined to go, he may not yet have decided whether to go by air or rail. If, in answer to the salesman's questions, he mentions a specific time, he is likely to feel more or less committed to going, in his own mind, and the way is paved for the salesman to "ask for the order," in the sales procedure or, in this case, for the reser-

A "where" question also can have sales significance—for instance, in the case of an inquiry about a flight to Chicago, which might turn out to be the first leg of a much more extensive journey. Often upon being asked proper questions, the prospect can be induced to plan to take all of the trip, or a large part of it, via TWA.

Listening in on the salesmen's conversations has enabled the supervison to help them improve the quality of their sales efforts, but improvement has been especially marked since an Audograph was installed for recording conversations. Before its use, the salesmen were sometimes unable to believe they had said what was attributed to them, or that they had failed to say what they should have said. Now, with recordings as evidence, they can study their own weaknesses. These may include not only neglecting to follow the formula quoted above, but the use of wrong inflection or tone of voice, or lack of friendliness and enthusiasm.

Though especially helpful for trainees, recordings are also made of conversations of salesmen who have been with the company for longer periods. This enables them to check their own work and review their techniques, and to get the benefit of suggestions from the supervisor and co-workers. Sessions are attended by small groups, in the overlap period of the day when workers on the new shift have already arrived and before the outgoing shift leaves.

Another useful training tool is a 28-page booklet, "TWA Telephone Manners," which gives the principle of conducting business conversations correctly over the telephone, individualized for TWA. It is written in an interesting manner, with amusing illustrations for each section. For example, under "Don't Be a Deadpan," there's a drawing of a frying pan with a face on it. Under "Don't Keep a Caller Hanging On," there's a drawing of a man hanging, with the telephone wire as a noose. "Don't Be a Barker," is illustrated by a drawing of a circus barker. The booklet was prepared by The Manuals Section of the Industrial Engineering Department of TWA.

Has the program helped? Yes, to a very great extent, say TWA officials. According to Frank Brennan, New York reservations manager, there is marked improvement in the sales ability of individual salesmen, and the group under his direction can now, as a whole, handle a volume of approximately 30% more calls than before the program was initiated.

ASK OUR DEALERS THIS OPEN QUESTION"



Closed-question surveys can give you little real information. A survey that asks which of four listed farm publications the dealer likes best is nothing more than a memory test. Results of such surveys may mean merely how the dealers rate the weakest of the farm publications. Only when the question is wide open and the dealer can freely express his first choice is a survey sound and helpful.

When 4,617 farm families were asked recently to select the one farm publication they would take if they could take only one, their local homestate farm paper was a better than 3-to-1 choice over the leader among

national farm magazines.

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And it's a good bet the vote for Midwest farm papers would be better than 3-to-1 among your dealers. From direct contact with their farm customers they know what publication is your best sales medium—and theirs. What they have to say about your choice of media is worth listening to. Ask them.

FREE SURVEY OFFER You make it ...

Midwest Farm Paper Unit will pay the cost.

Here's a challenge! You have nothing to lose, everything to gain. Ask your dealers, "IN WHAT FARM PUBLICATION WILL OUR ADVERTISING MAKE THE MOST SALES FOR YOU?" You ask the question, weigh the answers, draw your own conclusions. We'll repay you your out-of-By asking at

By asking them you give them a sense of participating in your planning... make them more aware of your current advertising and what you are doing to make sales for them.



YOUR MIDWEST MARKET ...

MIDWEST Farm Paper UNIT

THE FARMER • WALLACES' FARMER and IOWA HOMESTEAD • PRAIRIE FARMER • WISCONSIN AGRICULTURIST and FARMER • NEBRASKA FARMER Midwest offices at: 250 Park Ave., New York • 59 E. Madison St., Chicago • 542 New Center Building, Detroit • Russ Building, San Francisco • 1324 Wilshire Blvd. Los Angeles

Right from Hollywood: Tom Thumb Donuts

Now the donut, baked in a machine with built-in defumer. has joined the candy bar and peanuts as a snack bar item.

It's the old familiar plot. Inventor perfects better mousetrap, waits for populace to shovel a path to his door, and waits, and waits . . .

But this invention was developed in Hollywood by picture people accustomed to turning familiar plots inside out, and the other way around, for new story angles. They shoveled

the path to the populace.

Some years ago, Nassour Studios executives developed a machine to make doughnuts the size of a silver dollar, formed the separate Tom Thumb Donut Corp., Hollywood. They also developed a special doughnut mix which can be retarded to stay fresh in the dough stage for several days. Pillsbury Mills laboratories took a hand in that-another outlet for flour.

When the machine and the mix stood up to commercial tests, the potential market for midget doughnuts was surveyed at considerable cost, developing data which pointed the way for sales representatives to place these machines with retail stores, automatic vending companies and others who can make them pay. The results are confidential, but some of the questions which have been an-

Where will people get hungry for a new kind of snack? While shopping, at a ball game, at work, at school, waiting for a train, plane or bus . . . where?

How much traffic is needed to make a machine pay?

In what types of stores - and where located in the store?

Do a dozen tiny doughnuts for a dime, in a cellophane bag, over the counter, compete with regular doughnut machines, or other snacks appeal to their own clientele?

Most of these questions have been answered by installations around Los Angeles, in locations such as the Sears, Roebuck stores. Heavy traffic is best: in food markets, department stores, amusement centers, lunch stands-possibly factories and large schools. A good average day's business in sizable traffic is from 500 to 750 units daily, and in a large store several thousand. In Gimbel's, New York City, 3,200 sales have been reached in a day, the present record.

On the Hoof

Midget doughnuts so far do not seem to be competitors of the standard size. People are hungrier when they buy the standard size. They sit down and eat them with coffee or buy them to take home. Small crullers are eaten on the hoof, out of the bag, like popcorn, and can be warm, an attraction over cold snacks such as potato chips. They probably compete with candy, ice cream and other kid snacks, but make a place of their own. America is rapidly adopting the European idea of twice as many



LOOK CLOSE: That's a Tom Thumb donut on your left and a regular-size cruller on the right, and midget machine.

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meals a day, spaced out in snacks The machine is compact, 20 inches square, 18 inches high, to stand on a

counter - enameled and spotlessly clean. It is leased and maintained by sales representatives of the company The mix comes to the local representative dry, and when his customers need it, he ships it as dough in 10-pound cartridges under refrigeration. It can be kept several days at 65 degrees. The cartridge fits into the machine and empties out clean.

The first sales representatives outside Los Angeles were sold on the idea after seeing the machine in operation at food trade expositions and conventions. Experienced caterers saw its possibilities. Others applied for rights as machines were installed over the country. There has been no difficulty in getting representative because market pioneering has been done, and those taking territory have the results of several years of market testing.

Add a Hollywood touch: Tom Thumb has a built-in defumer which filters out, through activated carbon. all cooking odors. It allows only the fragrance of warm fresh doughnuts to waft around, to lure the customers . . . something equivalent to sex

Notice to sales



housewares catalog with over 1500 items may provide your answer to premium merchandising

WRITE, WIRE OR PHONE!

EKCO PRODUCTS COMPANY

DEPT. SM3, CHICAGO 39, ILLINOIS

SHORT-CUT TO YOUR FARM MARKET

COUNTY AGENT'S DIRECTORY provides mailing lists of 15,500 County Agents, USDA, State Extension personnel, County Home Demonstration Agents, County 4-H Leaders who influence six million farm families. 1950 edition lists each class of leaders by states with complete addresses. 220 pages. Only \$5.00 postpaid.

YOUR OWN SALES MESSAGE in the 1951 (36th edition) County Agents Directory will be used by Ag Leaders to recommend purchases throughout the year. Reserve space now. Rates on request. Write:

COUNTY AGENTS DIRECTORY
139 N. Clark St., Dept. M
Chicago 2, Illinois

Worth Writing for ...

Booklets, Surveys, Market Analyses, Promotion Pieces and Other Literature Useful to Sales Executives

How Industry Buys: Before your salesman gets the order for plant equipment or component parts, what goes on behind the scenes? Who initiates the project—who draws up the specifications—who surveys prospective makers or suppliers - who evaluates the equipment offered and who is in on the final decision? A sound research into purchasing procedures in industry as a whole and in eight specific industries was Ross-Federal Research made by Corp., acting for Scientific American. Total respondents, 1,249, with 100 or more in each industry where special breakdowns are provided. Here you will find the relative importance -at each stage of the buying process -of top management, operating management — three types of engineers — research — purchasing — and other factors. Write to Gerard Piel, Publisher, Scientific American, 24 West 40th St., New York, N. Y.

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Appleton, Wis.: Third annual study of consumer buying habits of the City Zone Market of Appleton, fourth largest in the State of Wisconsin, prepared and presented by the General Advertising Department of the Appleton Post-Crescent in cooperation with the Medill School of Journalism, Northwestern University. Improved and enlarged over the two previous studies, it is designed to provide advertisers (local, regional and national), the agencies, representatives and distributors with accurate, pertinent and current information on this market. A careful check was made of product distribution in grocery, drug and department stores, giving advertisers the distribution picture for their products as compared with the competition. It investigates 97 product classifications, with sections devoted to grocery and related products, drug and cosmetic items, beer and soft drinks, cigarettes and home ownership of appliances. There is detailed information on occupations, wage earners, housing statistics, heating fuels and heating systems, newspaper readership habits, automobile ownership and complete data on shopping habits. Write to David A. Lindsey, Manager, General Advertising, Appleton Post-Grescent, Appleton, Wis.

Ready Reference Summary for The Western Farm Life: A 12page, two-color booklet which can be used as a guide to the Rocky Mountain farm magazine and the market it serves. Included are a section describing The Sure Crop Area, The Western Farm Life's seven-state market, with a table showing its principal sources of farm income; a county breakdown of the magazine's circulation, with a map showing coverage levels; a chart of circulation growth; a description of leading editorials; a breakdown of 1949 linage by classification; a guide to merchandising services offered. Write to Eugene McKim, Advertising Director, The Western Farm Life, 1520 Court Place, Denver, Colo.

KFAB, Omaha's 50,000 watter radio station has a new type, multicolored presentation on the station and the large section of the Middle West which it serves. It is organized to include all information valuable to the time buyer or to anyone seeking market data. In sections, the book gives latest farm income figures; complete market data, consumer surveys, listening studies, and the most recent population figures. All figures are projected well into 1950. Built with a flexibility, the presentation permits day-to-day addition of supplementary data as they are released by the KFAB Statistical Department. Write to Harold Storm, Radio Station KFAB, Omaha 2, Neb.



"Metropolitan New York Test Market No. One"
Study the facts and you will find you can

Study the facts and you will find you can test a typical segment of Metropolitan New York, by testing BAYONNE, for only 8 cents a line . . . just peanuts compared with any other media giving the complete, concentrated coverage of

THE BAYONNE TIMES

"Bayonne cannot be sold from the outside"

NATIONALLY REPRESENTED BY

BOGNER & MARTIN
295 Madison Ave., N. Y. • 435 N. Michigan Ave., Chicago





advertising

MEDIA...AGENCIES...SERVICES

How Your Customers Read Business Publications

Business papers are the umbilical cords through which much of American business secures its nourishment in the form of profit-making ideas.

The thoroughness with which readers look at and read the editorial and advertising contents of business papers is of immediate dollars and cents concern to their fellow businessmen.

A new study has just been released throwing additional light on the intensity of readership of business publications by people who are customers and prospects for goods and services. It's No. 2 in "The Continuing Study of Business Papers."

The guinea pig, in this instance, is American Builder, one of the 108 members of the Associated Business Publications, New York City, the trade association for business papers with paid, audited circulations.

This study provides a yardstick with which to measure reader interest in the particular issue studied (Feb. 1950) and to draw conclusions of the value of all business papers to their readers. Advertisers, who place their promotion dollars in business papers, now have data on these key questions:

1. Do the people who read the publication have a voice in purchasing? What do they buy?

2. How many readers are there for each paid subscriber?

3. Total readers per issue?

4. How readers receive their copies—at the office? At home?

5. Where do readers actually read the publication?

6. Number of issues usually read in the course of a year?

7. Do subscribers pass along their copies to other readers?

Representatives of advertisers themselves made this independent study on American Builder, a Simmons Boardman publication. The study was conducted under the direction of the Advertising Research Foundation on a grant from The



EDWARD D. MADDEN, assistant to president, NBC, has been promoted to vice-president of the network.

Associated Business Publications. ARF is sponsored jointly by the American Association of Advertising Agencies and the Association of National Advertisers.

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Readers of business papers, it can be inferred from the study of American Builder, form a compact group with power to influence purchases. "More than four-fifths of the potential readers of American Builder," the formal ARF report states, "are concerned in some way with the purchase of supplies and equipment.

"Sixty-seven percent," the report continues, "said they directly influence or enter into such purchases, while 14% said they make recommendations for the purchase of equipment and supplies.

"Of all the potential readers interviewed, only 19% did not claim to have any purchasing influence."

The study digs into the kinds of things which these readers purchase. "Many of the potential readers interviewed said they purchase more than one type of material," . . . report declares.

"Fifty-nine percent reported that they purchase parts; 73% buy only supplies; while 74% purchase equipment. Only 19% said they have no purchasing influence. (Percents do not add to 100% because some potential readers purchase more than one type of material.)

What about brand recognition? "Eighty-one percent of those who enter into or recommend purchases," according to the study, "said that they usually specify the make or brand of equipment or supplies. Only 19% of those answering this question replied that they do not specify brand."

Each issue of a business publication, a current textbook on the subject matter in its field, has a well defined pass-along readership. Erequently, the subscriber selects additional readers by means of route-



CLAIM STAKED by The St. Louis Globe-Democrat for "The 49th State," which the newspaper defines as the 86 counties of Missouri and Illinois surrounding St. Louis. Dubbed "St. Louillmo," the area's story is told in a 36-page booklet published by Globe-Democrat, available from its National Advertising Department.



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slips. American Builder, this research study demonstrates, has a potential of 129,000 readers per issue; paid, audited circulation is 80,512 copies

per issue.

It's long been recognized that advertising pages receive particularly high readership in business publications. In the American Builder study, for example, the full page (left-hand) Minneapolis Honeywell advertisement was seen by 48% of the respondents, while on the opposite page the editorial table of contents was noted by 31%.

Reader appeal of editorial and advertising pages varies from page-to-page. American Builder's "Trends" page (right-hand) was seen by 47% of the respondents, 38% of them read some of the copy, and 36% read most of it. On the opposite page, Lone Star Cement's full page advertisement was seen by 35%, but only 18% read the headline, 16% read some of the copy, although 35% saw

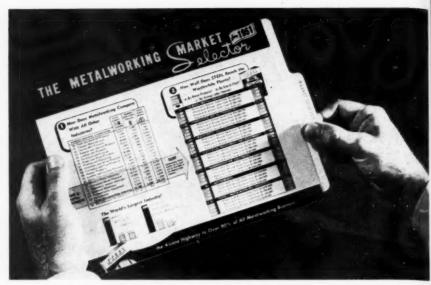
the pictures.

Photographs, whether in advertisements or in editorial, consistently, in this study, pulled higher readership scores than text. In this study, advertising headlines - even when they shouted for attention by their size—often fell well below photo-graphs and text in reader interest. A good example is the full-page Richmond Radiator Co. advertisement. The page was seen by 43% of the respondents. Photographs in the middle of the page were seen by 40%, and copy underneath by 31%. Yet the bold, black headline at the top of the page was seen by only 28%. So the reader—the prospective purchaser-is apt to ignore the advertiser's effort to dominate him.

The page-by-page analysis of the American Builder survey issue, together with a complete description of the survey's purpose and the research technique, can be purchased for \$5 by members of the ANA, AAAA, NIAA, and ABP. Copies for non-members of these associa-tions can be purchased at \$25 each.



JOHN VAN HORSON has joined The Biow Co. as a vice-president.



SALES POTENTIALS in the metalworking market are quickly determined by advertisers using "The Metalworking Market Selector for 1951" newly developed by Steel, Cleveland.

Steel's Slide Chart Measures Metal Market

A unique slide chart, designed to help locate and measure sales potentials in the metalworking market, has been developed by the magazine Steel. Called "The Metalworking Market Selector for 1951," it is based on the latest data from the United States Census of Manufactures and on Steel's own Continuing Census of Metalworking which is conducted through the facilities of

Dun & Bradstreet, Inc.

The Selector first compares Metalworking with all other industries on the basis of total plants, number of employes, and the value added by manufacture, revealing that the metalworking industries comprise 41% of all manufacturing industry employes and 40% of value added by manufacture. It is estimated that metalworking will this year produce nearly \$80 billion worth of goods and that the plants employing 20 or more workers will account for over 96% of this record total.

The slide chart next analyzes the 20,967 plants employing 20 or more workers by major products, by size of plant, and by annual sales volume.

Then, since many advertisers can best determine their sales potentials by operations performed rather than by end products manufactured, the Selector shows the number of plants performing each of 20 basic metal-working operations. These plants, in turn, are analyzed by size as the slide is pulled out into different positions.

As a final step, the metalworking industry is pictured geographically with details given on the number of

plants in each of nine areas both in size and by products manufactured.

All data in Steel's Census of Metalworking has been gathered since April, 1949, and is maintained on punched cards as a continuing control over distribution, and as a market research service for manufacturers selling to the metalworking industries.

Copies of "The Metalworking Market Selector for 1951" are available on request from Steel, Penton Building, Cleveland 13, O.

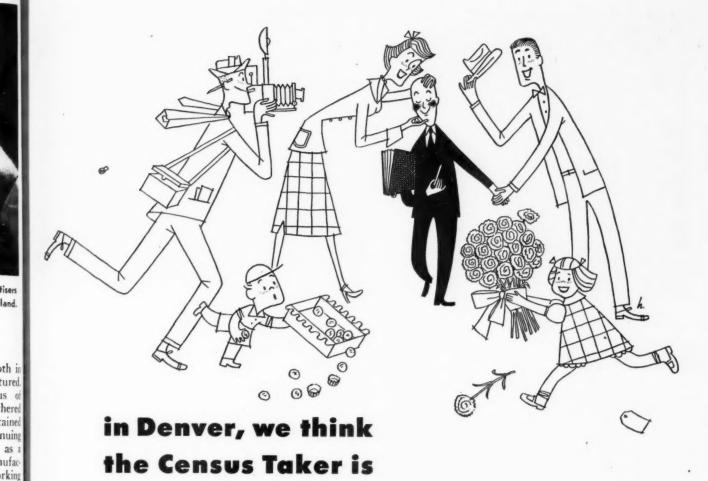
Direct Selling Sets New Sights

Opportunity Magazine, Chicago. which is regularly read by more than 200,000 direct-selling salesmen, is opening a strong public relations and publicity campaign with a one-column advertisement in The Saturday Evening Post. Since the close of World War II, the direct sales mar-



FRANK P. FOGARTY, named general manager, Radio Station WOW, Inc., Omaha, Nebr., which operates WOW, WOW-TV, and also KODY.

51



Some other cities, whose population "guesstimates" were a little optimistic, may be mad at the census taker.

But we're not. We have good reason to think he's a very nice man. According to preliminary figures released by the Census Bureau, here's what he found:

1940 CENSUS

INCREASE

METROPOLITAN DENVER

***** 560,309

1950 CENSUS

384,372

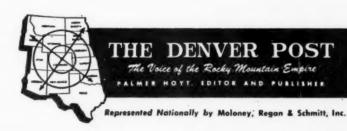
46%

*NOTE TO ADVERTISERS:

a v-e-r-y nice man

If it's not already there, better put Denver on your Class A Schedule of "Cities Over 500,000." It's a rich market, too, with a "Quality of Market Index" of 140...forty percent above the national average.

CIRCULATION



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MOBILE MEDIUM developed by Van Houten, Inc., Detroit, carries advertiser's sales messages on wheels of trucks and cars. The "Adver-Disc," for readability, does not revolve.

ket has become a multi-billion dollar business. Commenting on direct selling, A. H. Kulikowski, publisher of Opportunity, says:

"Through direct selling a new company, even though it may have limited resources, can get under way quickly. It can get business fast, grow quickly, and on small investment."

To prove the possibilities in direct selling, Mr. Kulikowski points to such established names as Jewel Tea, Avon Cosmetics, Simpson Tailoring, Spencer Corsets, Mason Shoes, J. R. Watkins Products, Encyclopaedia Wearever Aluminum, Britannica, Real Silk Hosiery, Senak Corpora-tion, Electrolux Vacuum Cleaners, etc. And among the newcomers in the field he calls attention especially to two:

These are Saladmaster, Inc., of Dallas, Texas, which started in 1946 as a salesman's dream and \$9,000 capital and is now doing a business of more than \$3,000,000 a year in aluminum ware; and Kendex Co., of Babylon, N.Y., topping this year sales of \$2,500,000 from a oneroom start in 1944. Kendex sells men's and women's hosiery, lingerie, housecoats and robes.

The main objectives of Opportunity's program are outlined as (1) to gain quickly added national recognition for direct selling; (2) to enhance the standing of companies operating in the field; (3) to boost sales in this booming industry by another \$2 billion in the next 12 months, and: (4) to assemble a huge reservoir of 300,000 more top-notch, merchandise-moving salespeople.

In addition to "selling" a large

new army on selling as a career, the program is carefully engineered to educate millions of consumers to welcome the direct salesman who comes to his door and to win them over to giving welcome to this convenient way of buying goods. In its SEP advertising, Opportunity says:

"... if all your life you've dreamed about being independent in a business of your own! Here's great news for you! You can start in business for yourself almost overnight! No matter where you live, what your background or education, old or young, employed, unemployed or retired, man or woman--success beckons you in the most exciting, rewarding pro-fession in the world."

Opportunity Magazine, now 28 years old, Mr. Kulikowski says, "is a vehicle on which the direct salesman and the company seeking a direct

sales organization ride amicably to gether for the direct progress of each." Its present program is the most ambitious adventure of its lone career.

Ebony Sponsors "Tan Confessions"

A new Negro monthly magazing to be known as Tan Confessions will go on the newsstands early in Oc tober, from the presses of the John son Publishing Co., Chicago, publisher of Ebony and Negro Digen. Tan Confessions will be patterned to some extent after the true confession type of magazine but with a sprin kling of the substance of the shelter or household type of publication.

Tan Confessions first print run for the November issue, will be 400, 000 copies. No advertising will be carried before the January issue Then it will have a guaranteed circulation of 200,000. Ebony now has a guaranteed circulation of 350,000 A package deal will be offered to advertisers with a guaranteed combined circulation of 550,000. Negro Digest does not accept advertising

Tan Confessions will be priced at 25 cents as against 15 cents for True Confessions. Ebony sells for 30 cents while Life sells for 20. Negro Digest is priced at 30 as compared to Readers Digest at 25. Tan Confession will be printed on rotogravure and letterpress. It will make its bow with 84 pages. Size, 8½ x 11 inches; covers in four colors.

National Magazines Raise Advertising Rates

Top

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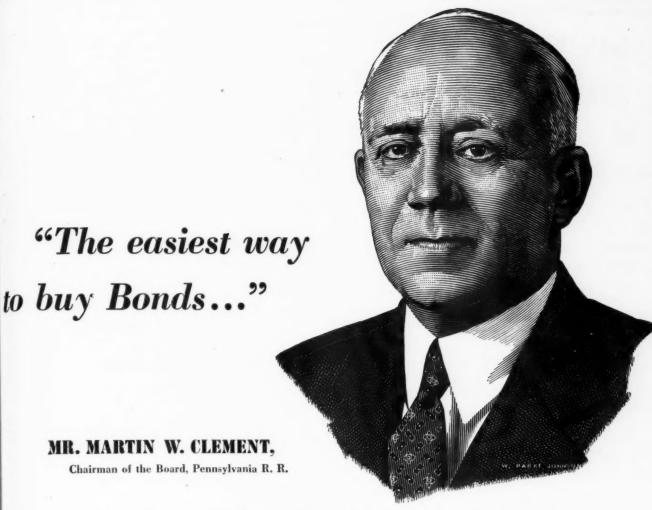
Many leading publishers of m tional magazines are currently an nouncing increased advertising rates Effective with February, 1951, is



FORBES McKAY, elected vicepresident, Farm & Ranch Publishing Co., to serve as advertising director, Farm & Ranch-Southern Agriculturist.



JOHN K. HERBERT, vice-president and general advertising manager, Hearst Magazines, Inc., joins NBC as assistant to president of network.



"The easiest way to buy bonds is through the payroll savings plan. We on the Pennsylvania believe in that plan. Labor and management, officers and employees, over half of us are enjoying it. We believe that it is good for our country, that it is good for our company, and that it is good for ourselves and our families to have these savings."

Top executives of more than 20,000 large companies share Mr. Clement's conviction that the Payroll Savings Plan is good for the country, the company, the employees and their families.

Obviously it is good for the country. The monthly purchase of Savings Bonds by more than 8,000,000 Americans is building a huge fund of buying dollars that will be reflected in the sales curves of tomorrow.

And certainly it is good for the company. The employee who puts a part of his earnings in Savings Bonds every month is not the type of man whose name appears frequently on the absentee or accident records. Serious savers are serious—productive workers.

For the employee, the Payroll Savings Plan is a positive boon. It is the easy, automatic way for him to build finan-

cial independence, provide for the education of children or save money for a home.

If your company does not have a Payroll Savings Plan, here are two things you can do today:

Appoint a Bond Officer, one of your major executives—the kind of man who picks up a ball and runs with it. Tell him to get in touch with the State Director, Savings Bond Division, U. S. Treasury Department. The State Director is ready with a package plan—application cards, promotional material, practical suggestions, and all the personal assistance your Bond Officer may need.

Then make a note on your calendar to check the status of your Payroll Savings Plan six months from today—and you will be surprised and gratified at the high percentage of employee participation you will find.

The U. S. Government does not pay for this advertising. The Treasury Department thanks, for their patriotic donation, the G. M. Basford Company and

SALES MANAGEMENT



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let's look at the picture of the puzzle

In these troubled times, are you trying to solve your company's problems from purely company data?

Then you are trying to work a jigsaw puzzle without knowing what it's supposed to look like when it's finished. You may do it, but you're doing it the hard way.

The Econometric Institute can fill you in on the big picture—the relationships of production, prices, wages, taxes to your own operations. It tells you where you are and helps you get where you are going.

For a sample of how we can help your business prepare for tomorrow's economic developments, write to the address below for a free copy of "Charting the Course of Your Business" by Dr. Charles F. Roos, President of The Econometric Institute.

The ECONOMETRIC INSTITUTE

230 Park Avenue New York 17, N. Y. Mu. 4-7800

"Forecasting Business is Our Business"



HOWARD THURSTON is associate publisher of Shaw Publications, Inc.: My Baby, Shaw's Market News.

sues, rates for The Saturday Evening Post, Ladies' Home Journal, Country Gentleman, and Holiday will be raised. The Curtis Publishing Co. announcement states that "steadily mounting costs had finally made these increases unavoidable since it [the company] would not consider the alternative of lowering the quality of its magazines."

Increased rates for McCall's Magazine are also to be increased with the February, 1951, issue. John E. Smith, advertising director points out that the largest single contributor to the cost of producing a magazine is the cost of paper which has increased 78% since 1942.

E. P. Seymour, advertising director of The Crowell-Collier Publishing Co., in explaining rate increases for the Woman's Home Companion, indicates growth in circulation as well as increases in costs. The magazine's circulation rate base will be up from 3,750,000 to 3,850,000.

Time also shows a 100,000 circulation base rise along with its announcement of a new advertising rate of \$6,200 for a black and white page, effective February 5, 1951.

The New Yorker announces a rate of \$2,075 a page, based on its new circulation guarantee of 290,000 net paid, effective with the issue of January 6, 1951.

New rates for Good Housekeeping will take effect with the March,

EXECUTIVE TYPE SALESMAN AVAILABLE

Now Eastern Sales Mgr. for national building material Migr. Eminently successful as both a salesman and sales manager. Opportunity now quite limited. Wish to represent one high grade company, preferably on commission only basis, in N.Y.C. or Northern N.J. area. Product must have real merit and sound possibilities of being built into a worthwhile business. Age 43, married, 2 children, college education. Box 2736, Sales Management, 386 Fourth Ave., N. Y. C.

1951, issue. The new schedule is based on the average annual net paid circulation of 2,800,000 copies, a increase of 100,000. The black and white page will cost \$7,800.

Look is increasing both its circulation guarantee—by 100,000—and its advertising rates with its February 13 issue,

Increased advertising rates for The American Home, scheduled for the February issue, reflect an average net paid circulation of 100,000.

Woman's Day new circulation guarantee—3,600,000 net paid—and new advertising rate are effective March, 1951.

Record Color Advertising By The Chicago Tribune

The Chicago Tribune, a piones in the use of color advertising printed more color pages between January 1 and July 1, 1950, that in any preceding full year. In this sit months period it published 186 pages and had on its book contracts for 122 pages for the last half of the year. Its previous record was 173 pages carried during the entire year of 1936; during 1949, a total of 164½ pages.

A major factor in the 1950 upsurge in newsprint color advertising is the *Tribune's* growing volume in the grocery classification. General advertisers in the grocery field accounted for 86 of the color page during the first half of the year, and retail grocers used 26 more.

Numerous divisions of the over-all grocery classification were represented. Soft drink advertisers used 20 newsprint pages. Meat packing firms accounted for 13 color pages. Another nine pages advertised soap and cleansing products.

Grocery outlets totaled 24: National Tea Co. stores used 12 color pages, the Kroger Co. six, and Jewel Food Stores and the Sprague Warner Division of Consolidated Grocers three each.

Household equipment and appliance advertisers used 14 newsprint color pages in the *Tribune*. Also holic beverage advertisers purchased 13 color pages.

AVAILABLE NOW—Experienced executive domestic or foreign sales, machinery or allied lines. California resident, would like West Coast connection but will locate anywhere for right opportunity. Box 2737, Sales Management, 386 Fourth Ave., New York 16, N. Y.

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COMMENT

HOW TO AVOID A TANGLE WITH DREW PEARSON

During the last war, many a lavish Washington party was written off with the cynical comment, "We're only spending 15-cent dollars. If we don't spend them, we'd only pay the other 85 cents to the Government anyway."

The stage is all set for a repetition. A 90% excess profit tax is in prospect.

Before the expert party-givers are elevated to v-p's in charge of the Washington office we suggest that all concerned take a look at the ground rules for currying favor with the military and the bureaucrats. You'll find them on page 37 of this issue in Jerry Shoenfeld's "Champagne & Caviar? A Candid Look at Washington Expense Accounts"

The law—and the gossip columnists—are waiting for the unwary.

NO IRON CURTAIN HERE

How will it affect me? The "it" in this case being the Korean war. Salesmen, like everyone else, thought of their families and friends when they heard the news. And then they began to think about their jobs—the breadand-butter problems of everyday living during a war. What would their company do? Where would we fit into a changed picture?

Did their employers take them into confidence on new production and sales policies? One concern—big in its field but small as American companies go—which has done an outstanding job is Gale Dorothea Mechanisms, Jackson Heights, N. Y., producers of electro-mechanical displays.

Gale Dorothea Mechanism's sales manager, Ed Burnett, knows that his salesmen—there are only nine—want the hard facts without any spinach. "Attached to this note," he writes to his salesmen, "is an important analysis of the immediate future, and beyond, for you and for [the company] . . . Please read it through at least twice, preferably in a group meeting with your associates. Take it home and have your wife read it too. . ."

Here are some of the things that Ed Burnett takes up with his salesmen and their families:

Immediate Effect: "Prior to the invasion news on June 25th, GDM was running on a favorable, if not exciting keel." Then "inquiries and correspondence dropped off drastically." So no one salesman was falling down.

Immediate Future: Why does the company anticipate good business? Ed Burnett lists five reasons, one being "our first truly major promotional effect . . . will break in August." No letdown on home office help in developing prospects for salesmen.

And Then What? "It is obvious that our main tenet... is to hit the display business hard and stay with it... increasing our new customers [Some military orders are

on hand.], broadening our sales base ... favorable markup and commission setup." The home office has a plan.

What Happened in WW II? "Most large New York houses had their display volume curtailed to 10% or so of 1940. To keep alive, display houses turned to to manufacture, crate making, barracks installation, etc... Certain displays made in 1941 were not distributed until 1944." True, products differed, but the business went on.

A Look at the Crystal Ball: "With this pattern before us we believe it is safe to predict we will, shortly, be moving out of the display business... We are convinced... that our ultimate stake... will be a line of industrial products. There will be more, much more, about this aspect in following bulletins." Any salesman likes advance notice on a major policy shift.

What About Defense Orders—Now? "While most effort in this rifle-approach for training devices must be made with the Armed Forces direct by the home office, there is no reason why local procurement centers should not be visited by salesmen." Salesmen do have a place in a defense economy.

Subcontracting—Mandatory? "As a light machine shop with a continually expanding number of power took we can, if forced to by necessity, offer our facilities for any light duty stampings . . . Please note we are far from enthusiastic about the market which on first glance might seem to be the salvation of our business . . . We are, frankly, ill-equipped to compete, now, on basis of training men (Four are specialists.), machine power, and inclination." There is no cause for panic.

These are only excepts from an eight-page, single spaced-typed letter. We think that Ed Burnett has gont to the heart of the problems on the minds of his salesmen—and their families. Any small organization is a close ly-knit team, but we guess that this handling of a current manpower problem will bring this team even closer together.

The next step? Surely it will be frequent, and intimate, reports on "How we're doing."

ON THE WAY HOME

On every commuter train heading for New York's Westchester, Connecticut's Fairfield, and Chicago's North Shore there is a sprinkling of men—and women—reading a group of publications almost totally unknown to the general public. They are business papers. This is just a glimpse at the intensity with which these "know-how" publications are read.

This is why we think you'll be interested in a new study on the people who read business publications and what they notice in both editorial and advertising columns. Turn to page 168 of this issue. Read this article and we think you'll have a fresh appreciation of the valuable sales tools in which you are investing around 250 million dollars a year.

It Pays to Advertise on 512K

coated stock!



TES, it pays well to advertise on stock coated with 512K, A DOW TEX. Take the Pontiac literature, wn above, as an example. When tiac used the headline, "...the most timate, utiful thing on wheels," they had to certain that the illustrations would up to that headline and reflect the quality and outstanding beauty of product. In other words, the Pontiac er clearly indicated the use of 512K reading ted stock. For, with 512K incorpo-to the ed in the coating of fine papers, the

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necessary, exceptionally accurate reproductions could be attained. Moreover, Pontiac was assured of better smoothness, higher gloss and unusually fine flexibility -all conducive to a more impressive, sales-impelling piece of literature.

Why don't you take a "second look" at your literature—is it doing your product justice? Does it really pay to advertise on the stock you are now using? If not, investigate papers coated with 512K, A DOW LATEX.

write

to Dow for a copy of the Pontiac folder printed on Latex 512K coated stack. See why some of the country's largest users of literature prefer paper coated with 512K, A DOW LATEX.

A DOW LATEX

Plastics Division CJ-18 THE DOW CHEMICAL COMPANY
MIDLAND, MICHIGAN

Coatings Section-



Designed to build greater demand and distribution for your brand-today

The Chicago Tribune Consumer-Franchise Plan!



The volume and distribution you get in today's market depend largely on your ability to convince retailers that they can make more profit on your brand than they can on a competitor's. Retailers want to stock the brands which their customers want to buy.

More than ever before, advertising must be relied on to sell the customer before she goes to the store. To give meaning to a dealer franchise, it must build a consumer franchise—a significant share of consumers' repeat buying relatively immune to the tactics of competition.

To meet the changed situation, the Chicago Tribune has developed a sound procedure that can build a stronger market position for your brand. The Tribune plan is based on actual selling experience at the retail level. It earns larger store inventories, better store displays and faster turnover. It enables you to cash in on the growing trend toward self-service and fewer brands per line per store.

Highly productive in Chicago, the plan can be utilized in any market. It will win the enthusiastic support of your sales staff and distributive organization. Designed for immediate sales volume, it provides a base for sound expansion.

If retailers are hesitant about stocking or pushing your line, here is a way to improve the situation. Without resort to discounts, deals, premiums or cut prices, it can boost your volume to meet the requirements of today's higher break-even point.

Whether your product is a convenience item or a big unit, you can take advantage of the consumer-franchise plan. The plan is of particular interest to executives who bear the responsibility of getting immediate sales and to those concerned with long-range planning and continued company growth and profit.

A Chicago Tribune representative will gladly tell you how the consumer-franchise plan can be applied to help you get a larger share of today's buying. Ask him to call. Why not do it while the matter is fresh in your mind?

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Chicago Tribuno representatives: A. W. Dreier, 1333 Tribune Tower, Chicago 11; E. P. Struhsacker, 220 E. 42nd St., New York City 17; W. E. Bates, Penobscot Bidg. Detroit 26; Fitzpatrick & Chamberlin, 155 Montgomery St., San Francisco 4, also, 1127 Wilshire Blvd., Los Angeles 17 MEMBER: FIRST 3 MARKETS GROUP AND METROPOLITAN SUNDAY NEWSPAPERS, INC.